



Workforce Investment Board
OF TULARE COUNTY

Driving Economic Success

WORKFORCE INVESTMENT BOARD OF TULARE COUNTY EMPLOYMENT CONNECTION COMMITTEE AGENDA

Thursday, February 20, 2025; 10:00 a.m. – 11:30 a.m.
Employment Connection Center – 4025 West Noble, Visalia

1) CALL MEETING TO ORDER

2) **PUBLIC COMMENTS (Three minutes per individual/organization, fifteen minutes total).** Any member of the public wishing to address the Employment Connection Committee on a specific matter under its jurisdiction, please notify WIB staff of your name and provide a brief description of the subject matter before the meeting. The Employment Connection Committee will not be able to act on any item that does not appear on the agenda.

3) **CONSENT ITEMS** – All items under the Consent Calendar are considered routine and will be approved in one action without discussion. If a committee member requests that an item be removed from the Consent Calendar, or a citizen wishes to speak on an item, the item will be considered under Regular Items.

a) Employment Connection Committee Meeting Minutes

- i. Approve August 15, 2024, Committee Meeting Minutes.
- ii. Approve November 21, 2025, Committee Meeting Minutes
- iii. Approve January 22, 2025, Employment Connection System Theory of Change Meeting Minutes

4) REGULAR ITEM

Employment Connection System Theory of Change

- i. Accept the proposed Employment Connection System Theory of Change.
- ii. Recommend that the WIB Approve.

5) ONE-STOP OPERATOR (OSO) ITEMS

a) Employment Connection Memorandum of Understanding – Update and Timeline

6) DISCUSSION/INFORMATION ITEMS

a) WIB Executive Director Report

b) Discussion on Priorities for the Employment Connection System Integration

c) Business Services Updates

- Recruitment Assistance – Job Connect, Tulare County Job Fair
- Rapid Response

d) Employment Connection Center and OSO Reports (Handouts)

7) ROUNDTABLE DISCUSSION

8) **ECC Meeting Dates – 2025** – May 15, 2025, August 21, 2025, and November 20, 2025

9) ADJOURN



WORKFORCE INVESTMENT BOARD OF TULARE COUNTY EMPLOYMENT CONNECTION COMMITTEE MEETING MINUTES

Employment Connection Center – 4025 West Noble Ave., Visalia
Thursday, August 15, 2024

Employment Connection Committee (ECC) Members Present:

Robert Kleyn-Chair, Jennie Bautista, Aleyda Montenegro, Victoria Guzman, Michelle Engle-Silva, Jonna Schengel, Saul Palomares, Danielle Beckett, Gwen Schrank, John Werner, Larriann Torrez, Nuvia Varela, Michelle Miller-Galaz, Randy Clem

Employment Connection Committee (ECC) Members Absent:

Teri Dobson, Melissa Abby, Darlene Tyndal, Misty Bond, Carla Calhoun, Ivet Soria, Tami Olson

1) **CALL TO ORDER:** Robert Klyn called the meeting to order at 10:05 a.m.

2) **PUBLIC COMMENTS:** Robert Klyn called for public comments; none were presented.

3) **CONSENT ITEMS:**

- i. Approve February 15, 2024, Committee Meeting Minutes
- ii. Approve May 16, 2024, Committee Meeting Minutes

Motion by Larriann Torrez, second by Aleyda Montenegro to approve the Consent Items; carried by unanimous vote.

4) **PARTNER PRESENTATION**

College of the Sequoias (COS)

Jonna Schengel, Dean, Career Technical Education will provide an overview of COS's high-wage/high-demand Career Technical training and earn-and-learn programs. PowerPoint presentation and handouts presented.

5) **ONE-STOP OPERATOR (OSO) ITEMS**

- a) PY 2024-25 Infrastructure Funding Agreement with Employment Connection Partners at the Employment Connection Centers in Porterville and Visalia

Edith Hernandez updated on the Reconciliation timeline done every year on the infrastructure funding agreement with the Employment Connection Partners at the Employment Connection Centers in Porterville and Visalia.

8/23/24 – Reconciliation report
8//16/24 – Emailing updated draft
8/30/24 – Partners review & provide input
9/11/24 – Board Approval
9/27/24 – Partner Signatures

If you know of any partners or you would like to collocate with the Visalia Employment Connection for an office space, please contact Edith Hernandez.

b) System Staff Professional Development Opportunities – Edith Hernandez
September 2024 – Trauma-Informed System Change for Management
Fall 2024 – Safe Zone Project

c) EC Network News Updates
Nicolas Wissler updated on the newsletter, launched in July 2024.

- Sent to 266 individuals
- 128 individuals opened the email (67%)
- 17 people clicked on something in the email (9%)
- 70 links were clicked
- The next newsletter will be sent out on August 20, 2024

Email newsletter content to Edith or Nicola by August 16, 2024.

6) DISCUSSION/INFORMATION ITEMS

a) WIB Executive Director Report
Edith Hernandez mentioned they are currently working on updating the Strategic Local Plan process it is done every four years, modification done every two years. August 27, 2024, Local Plan Kick-off meeting planning with partners to see where we are strategically. We will be holding some stake holder’s meetings. In the fall Edith will be emailing some invitations to attend strategical for input from staff.

b) Business Services Updates – John Gonzalez

- Recruitment Assistance –
 - i. Job Connect
 - 271 – Businesses provided recruitment assistance
 - 7,044 – Attendance at events
 - 104 – Actual events conducted
 - ii. Tulare County Job Fair at Visalia Convention Center
 - October 2, 2024 – 9:00 AM – 12:00 PM

- Rapid Response-
 - 26 – Unique business we served
 - 1,943 – Individuals affected
 - 515 – Provided services

c) INNOVATORS by Design – Nicola Wissler

SAVE THE DATE:

WIB Annual Update

10.9.2024 at Visalia Convention Center

Handout presented

d) Employment Connection Center and OSO Reports (*Handouts*)

7) ROUNDTABLE DISCUSSION

Larriann Torres/Porterville Adult School

School started on August 2nd. Onboarding for new teachers will occur on July 30th and 31st, excluding Adult Education. We have three new instructors and are thrilled to welcome Christopher Signs as our full-time Career and Technical (CT) teacher for the surgical tech program. With his experience, we'll offer one Surgical Tech program each semester for 15 students. We are also launching a new Pharmacy Tech program with Brandy Newbie as the instructor. Classes begin the Tuesday after Labor Day, and students have completed orientation and will attend onboarding today. Our partner pharmacies are excited about this initiative. The pharmacy lab will be completed on the 20th, and we will announce enrollments for future Career and Technical Education (CTE) classes in January. Our classes are full, and we are exploring more opportunities to support our students.

John Werner/Sequoias Adult Education Consortium

We are concluding a three-year plan, effectively treated like a five-year plan, and will invite everyone in June to evaluate how our adult education system supports economic development. The Consortium Board will approve our annual planning on August 20th, and everyone is welcome to attend. Most programs are staffed by K-12 personnel, complying with their employment agreements, and we benefit from cost-of-living adjustments (COLAs) from the Department of Finance, which have increased from 0.75% to 1.07%. We are focusing on career pathways and academic plans to provide clear routes for our students. A successful career plan model from the Talent Pool at One Stop has guided us in drafting templates for alignment. Students with defined career and education plans have a success rate of about 95% to 96%, and we aim to replicate this for all students. In October, we will begin self-reflection and evaluation, starting with a report to the board and followed by individual effectiveness presentations from schools, to identify successes and areas for improvement in our adult education system.

Jennie Bautista/WIB

This document outlines our goals for the employment reduction sites, summarizing objectives and key results for the two comprehensive and two affiliate sites. We define our aspirational goals through objective statements and measure progress with key results. We produce report cards for each site and a system report card, which we share quarterly with our Program and Evaluation Committee and our board to ensure transparency and accountability. Based on customer interviews, we continuously refine our objectives, especially those related to customer experience. If you'd like to see a report card, please let me know.

Nuvia Varela/Ticket to Work

We are assisting individuals in Tulare County's adult education system to understand the benefits of employment over-relying on SSI. Our initiatives include financial literacy education and incentives like gas cards to aid in job searches and during employment. Once individuals secure a job, we provide additional cash incentives and support through our trained Benefit Counselors via the Ticket to Work program. They can help clients understand how to manage benefits and offset their SSI. Our supplemental assistance doesn't come from SSI or SSDI and aims to demonstrate that individuals can earn more through work, especially given the high cost of living in California. We are also recruiting for a Benefits Counselor position, and I'll send the job posting to Edith. Please let anyone interested know to apply. Our 1-800 number ensures ongoing support for individuals across the U.S.

Aleyeda Montenegro/T/C HHSA

****Reminder About Our Programs and Services****

We have offices in Porterville, Visalia, Tulare, and Lindsay. Clients can also access services through our contact center and at cal.org. Over 50% of residents in Kern County receive some form of assistance, such as Medi-Cal, CalFresh, or CalWORKs. We focus on providing healthcare, and nutritious food, and promoting overall well-being by connecting families with community resources. We're always looking for collaboration opportunities with partners like colleges and adult schools. For more information, please reach out. Edith will be sharing our Cal Benefits flyers to help families access these essential services.

Gwen Schrank/Schrank's Clubhouse Visalia

On the mental health side of what we deal with many people are feeling stressed and overwhelmed in today's chaotic environment. I am part of a California Health and Human Services initiative implementing the 988-suicide prevention hotline and peer support across various industries. We are currently in the planning stages for a statewide rollout next year. I'm collaborating with community organizations to educate employers, staff, and students about accessing peer support services. Since not everyone can reach therapists or counselors, speaking with someone who has lived experience can be invaluable. We can offer presentations to your staff and students at no cost. This is also an opportunity for those interested in the behavioral health workforce, as we provide pathways to become certified peer support specialists through scholarships for state training, which normally costs \$1,600. Our focus is on community education to ensure that everyone understands the benefits of peer support in accessing necessary services. Starting in September, we will introduce a youth internship program for high school students and young adults (ages 18 to 24) to explore career pathways in behavioral health. For additional information, please contact me or use the QR code on the flyer to register.

Michelle Miller-Galaz/Portville College

We are starting classes later than many other colleges. Our classes begin a week from now. I'll be working on a newsletter and will include articles in it. I want to make sure it's ready in time, so I'll do my best to get everything together. Thank you!

Michelle Engle-Silva/Proteus, Inc.

Please mark your calendars for October 11th—our Mike McCann golf tournament to fundraise for youth programs. We've also received a new grant called the Farmworker Advancement Program. This initiative aims to help farm workers advance in their careers, providing funds for on-the-job training and further education. If you have a farmworker needing assistance or specific services, feel free to send them to our office for eligibility screening for the student partner program.

Paul Palomares/SER, Jobs for the Progress, Inc.

This year, our employment training program is facing significant challenges due to a limited budget, and many individuals need assistance. We have recently finished our fiscal year and are currently over-enrolled. Our focus is now on helping participants find jobs to create space for new individuals. We are handpicking viable participants and providing personalized job search support, including assistance with applications and interview preparation. We also offer clothing to ensure they look presentable for interviews. If you know any employers who hire senior citizens, we would appreciate any leads to help integrate these individuals into the workforce. Remember, participants can only stay in the program for four years, and we must encourage them to make the most of their time. California's high cost of living poses challenges, as our budget is affected by federal minimum wage discrepancies. We are seeking creative solutions to support our participants effectively. Any information or leads would be greatly appreciated.

Jonna Schengel/COS

I want to highlight one important area we've been focusing on over the past few months. We are implementing specific onboarding for new faculty in the CTE field to address the challenges faced by students with childcare issues. Many of these students work overnight and end up sleeping in class. We aim to help our faculty understand that our students come from different backgrounds and may not have the financial support for their college education. Sometimes I feel that our faculty behaves as if they teach at Harvard, so we're working to shift that perspective. They must recognize that we work for the students, not the other way around. We've made significant progress with our training initiatives to promote this understanding.

Victoria Guzman/Cutler-Orosi Adult School

I want to address an important issue: the pollution of our water in Cutler. As a result, we provide bottled water for our students. This year, we're offering four forklift training sessions—two in the fall and two in the spring—scheduled for late fall and early spring to accommodate agriculture students. These sessions are usually on weekends. We've been re-accredited by WASC for another six years, which is significant for our students' diplomas and will positively impact many families. Additionally, we will soon start recruiting for five Certified Nursing Assistant (CNA) candidates for the upcoming summer. I want to identify candidates earlier to cover necessary prerequisites, as only two out of five completed the program last summer. Thank you for all the information shared at this table.

Daniel Beckett/EDD

Exciting updates about our reemployment services and eligibility assessments. We are expanding our process to build long-term relationships with customers. Many individuals interact with our agency through referrals, often needing to visit us virtually, by phone, or in person. We aim to encourage multiple visits to foster ongoing support, backed by additional state funding. With this, we have developed a new approach to managing appointments and are collaborating with our Title I partners to promote return visits. In staffing news, Porterville is fully staffed, and we will hire three new Employment Program Representatives in Visalia. Additionally, we are looking for a new veteran outreach representative to assist honorably discharged veterans facing barriers to employment. We're also thrilled to announce the return of the Youth Employment Opportunity Program in Tulare County, supported by the Governor's discretionary fund. This initiative focuses on removing barriers to education, whether related to employment, finances, or mental health. We have a new youth representative who will help peers navigate these challenges, assisting with scholarships and school enrollment. Thank you for your attention to these updates!

Randy Clem/TAS

I'm the new director at Tulare Adult School, and today marks my 30th day on the job. I'm still getting familiar with the acronyms and all the important details. I look forward to learning more about our partnerships and exploring how we can work together. By next quarter, I will be able to provide a much more detailed report.

8) **Next ECC Meeting Date – 2024** - November 21, 2024

9) **ADJOURN**

There being no further business, the meeting was adjourned by Robert Kleyn, at 11:29 a.m.



WORKFORCE INVESTMENT BOARD of TULARE COUNTY EMPLOYMENT CONNECTION COMMITTEE MEETING MINUTES

Employment Connection Center – 4025 West Noble Ave., Visalia
Thursday, November 21, 2024
10:00 a.m. – 11:30 a.m.

Employment Connection Committee (ECC) Members Present:

Robert Kleyn-Chair, Jennie Bautista, Aleyda Montenegro, Victoria Guzman, Michelle Engle-Silva, Gwen Schrank, Larriann Torrez, Nuvia Varela, Carla Calhoun

Employment Connection Committee Members Absent:

Teri Dobson, Melissa Abby, Darlene Tyndal, Misty Bond, Tami Olson, Jonna Schengel, Saul Palomares, Danielle Beckett, Michelle Miller-Galaz, Randy Clem, John Werner

1) **CALL TO ORDER:** Robert Klyn called the meeting to order at 10:04 a.m.

2) **PUBLIC COMMENTS:** Robert Klyn called for public comments; none were presented.

3) CONSENT ITEMS:

- i. Approve August 15, 2024, Committee Meeting Minutes
Unable to make a motion; quorum not met.

4) COMMUNITY PARTNER PRESENTATION

Presentation by the Visalia Navigation Center

Presenter: Jason Crabtree, Volunteer Coordinator at the Visalia Navigation Center (VNC). Jason provided an overview of the VNC, highlighting key components that contribute to its success. Partners will also have the chance to explore opportunities for collaboration and partnership with the VNC and CSET, including group service projects and individual volunteer initiatives.

5) ONE-STOP OPERATOR (OSO) ITEMS

- a) PY 2024-25 AJCC Continuous Improvement Plan – Edith Hernandez

AJCC Indicators Assessment

Key Areas for Improvement

Summary

- Target Dates: January 1, 2025 to June 30, 2028
- Commitment: Focused on continuous improvement, targeted training, and enhanced partnerships.
- Next Steps: Implement plan, monitor progress, and share results.

- b) Discussion on Priorities for the Employment Connection System Integration

- c) Upcoming State Initiatives for the Employment Connection – Edith Hernandez
 - AJCC Continuous Improvement Plan – December 31, 2024
 - AJCC Operator – March 1, 2025
 - AJCC Memorandum of Understanding – June 30, 2024

- d) Theory of Change Employment Connection of Tulare County – Nicola Wissler
 - Purpose & Goals
 - Theory of change timeline
 - Theory of Change Approval – February 20, 2024, Employment Connection Committee

6) DISCUSSION/INFORMATION ITEMS

- a) WIB Executive Director Report - None Reported
- b) Business Services Updates – Arisbet Torres
 - Rapid Response
 - Recruitment Assistance
 - Tulare County 32nd Annual Job Fair Big Success!

- c) Employment Connection Center and OSO Reports (*Handouts*)

7) ROUNDTABLE DISCUSSION

The Roundtable Discussion items will be available to all ECC members upon request.

Next ECC Meeting Date – 2025

February 20, 2025

May 15, 2025

August 21, 2024

November 20, 2025

8) ADJOURN

There being no further business, the meeting was adjourned by Robert Kleyn, at 11:15 a.m.



WORKFORCE INVESTMENT BOARD OF TULARE COUNTY

Employment Connection System Theory of Change

Center – 4025 West Noble Ave., Visalia

Wednesday, January 22, 2025; 1:30 p.m. – 4:00 p.m.

Minutes

ATTENDEES:

Jennie Bautista, Aleyda Montenegro, Carla Calhoun, Michelle Engle-Silva, Gwen Schrank, Darlene Tyndal, Erika Betancourt, Ashley Land, Edith Hernandez, Nicola Wissler

1) WELCOME & INTRODUCTIONS

2) DEVELOPMENT OF THE EMPLOYMENT CONNECTION SYSTEM THEORY OF CHANGE

a. MEETING PURPOSE & GOALS

Participants will work together to identify core organization values, explore overarching strategies, and lay the foundation for an inclusive Theory of Change for the Employment Connection System. The framework will ensure all partners are represented, strengthening a unified approach to system-wide goals.

b. WHAT IS THE THEORY OF CHANGE?

a. The 5 major components of a Theory of Change

The first component is the issue or challenge statement. This defines the problem we are trying to address—what we see as the core issue. Desired impacts and outcomes, which describe what an ideal change would look like. We will focus on strategies, which are the methods we will use to conduct our work. We will explore how we can make an impact and contribute to the desired outcomes. Lastly, we will consider the values that will guide our efforts.

b. Why a Theory of Change?

When discussing a theory of change, it must be credible and realistic. Our Mission or vision statements often tend to be vague and overly ambitious. Communications professionals sometimes sound appealing and convey grand ideas, but this can make it difficult to understand the actual goals. We need to ask ourselves, "What are we trying to accomplish?" Many of these statements are aspirational, claiming that we will change.

- c. What should a Theory of Change be?
The theory of change must be credible. We need to focus on what actions we can realistically take to effect change. These actions should be achieved and supported by our team.
- d. Example of the Workforce Investment Board of Change
Handout presented

c. **REVIEW & DISCUSS**

- a. Proposed Values: Review and refine shared fundamental beliefs that will guide the direction of Employment Connection as a System.

- **Human-Centered Services**
We prioritize the unique strengths of individuals through a holistic, flexible, and culturally responsive approach. Empathy, integrity, and a human touch ensure referrals and transitions feel personal, not transactional.
- **Hopeful and Uplifting Atmosphere**
We create a welcoming environment that fosters community, belonging, and self-efficacy, inspiring hope and confidence in every individual.
- **Effective Communication**
We engage in clear, friendly, and patient communication, ensuring customers feel seen, heard, and understood. We clarify both expectations and processes so nothing is left to assumption.
- **Guided Support and Empowerment**
As allies, we provide guidance, mentorship, and encouragement, helping individuals build self-advocacy skills and confidence for lasting success.
- **Collaboration and Connection**
We require collaboration among staff and partners, ensuring strong communication, shared resources, and seamless service delivery. We also demonstrate collaboration openly to customers.
- **Safety, Respect, and Belonging**
We cultivate a safe, respectful, and welcoming space where individuals feel valued, heard, and empowered to engage with confidence.
- **Empathy and Sensitivity**
Through active listening and genuine care, we respond with compassion and a holistic approach to meeting customers' needs.
- **Integrity and Consistency**
We ensure quality, trust, and accountability in all interactions by upholding honesty, discipline, and follow-through.
- **Accessibility and Inclusivity**
We remove barriers so that everyone, regardless of background, can access opportunities to thrive.

- **Personal Growth and Career Empowerment**

We equip individuals with skills and knowledge for career success, using data to support informed decision-making and long-term development.

b. Proposed Strategies: Discuss potential approaches to help the system achieve its overarching goals and objectives.

- **Continuous Capacity Building for Staff**

Ongoing training, coaching, and support ensure staff are well-prepared to deliver high-quality, human-centered services with active listening and effective responses.

- **Customer-Centered Support Across Services**

Deliver welcoming, understanding, and accessible processes that meet individuals where they are, ensuring all services and interactions make customers feel valued and supported.

- **Holistic Goal Setting and Tracking**

Implement holistic case management and coaching to support customers in setting realistic goals, tracking progress, and adjusting strategies using data-driven insights.

- **Access to Integrated Resources**

Emphasize a seamless, one-system approach by strengthening partnerships, sharing resources, and collaborating across agencies to remove barriers and enhance service accessibility.

- **Celebrating and Sharing Success**

Promote customer achievements through storytelling and shared communications to reinforce the collective impact of partner agencies.

- **Culturally Sensitive Service Delivery**

Use flexible and inclusive strategies to serve diverse customer groups while remaining sensitive to their unique needs and experiences.

- **Empowerment Through Knowledge Sharing**

Educate customers about available programs, services, and pathways, ensuring they have the information needed to make informed decisions about their futures.

- **Proactive Advocacy and Mentorship**

Act as advocates and mentors while empowering customers as stakeholders in their own journeys, fostering trust, belonging, and self-determination.

c. Proposed Challenge Statement: Analyze and validate the current understanding of the problem the Employment Connection System seeks to address, setting the stage for targeted solutions.

Key Themes from ECC Member Feedback

- Build trust and networks for customers
- Bridge awareness gaps to improve access
- Emphasize equitable access to opportunities

- Highlight skills development as a barrier to employment
- Without a good wage, families remain in poverty
- ☑ Use motivating language that staff and customers connect with
- ☑ Consider including a statistic for impact (e.g., X% of Tulare County families live below the poverty line)

d. **BRAINSTORM EXPECTED OUTCOMES & IMPACTS**

Our goal with this theory of change is to provide clarity about our impacts and to help us maintain our organizational values and principles as our priority. The work will lay the foundation for creating a system-wide theory of change for the employment connection system. We currently lack a concise document that clearly outlines who we are, what we do, and how we plan to achieve our objectives. Work group sessions are being conducted to ensure that the final document reflects initiatives that we can support.

Overarching Goal:

Deliver equitable, accessible services that address barriers, stabilize families, and equip individuals for jobs that help break the cycle of poverty.

- **Connecting to Resources**
 - No one leaves empty-handed—every customer receives job training and at least one other partner service.
 - Individuals are connected to supportive services to enhance stability and opportunity.
- **Customer Support for Good Jobs**
 - More individuals, including young people, access career pathways leading to good jobs.
 - Customers gain skills, confidence, and supportive services to secure and retain high-quality jobs with good wages.
- **Foster a Thriving Community**
 - Strengthen community well-being by empowering people to reach their potential.
 - Customers overcome obstacles, leverage their assets, and grow within a supportive community.
- **Partner Collaboration**
 - Partnerships are fully leveraged to provide seamless support to customers.
 - Strong collaboration and resource sharing enhance service delivery.
- **Reduce Poverty & Increase Economic Stability**
 - Decrease poverty levels in Tulare County by fostering sustainable economic independence.
 - Encourage education and career advancement to break poverty cycles and lift families toward financial stability.
- **Service Accessibility**
 - Increase the number of people accessing EC services.
 - Ensure equal access to training, education, and resources that empower individuals to transform their lives.
- **Meet Business Needs & Strengthen Employer Relationships**

- Businesses rely on the EC system as a trusted talent pipeline.
- Understanding employer needs ensures more individuals secure good jobs that align with local industry demands.

3) NEXT STEPS:

4) ECC Meeting Dates – 2025 – February 20, 2025, May 15, 2025, August 21, 2025, and November 20, 2025

5) ADJOURN

Employment Connection System Theory of Change

Challenge Statement

Across Tulare County, far too many individuals lack the skills needed to secure in-demand, family-sustaining jobs.

Values

1. **Customer-Centered:** We believe in tailoring an individual's services to their unique needs using empathy and genuine connection to build trust and deliver meaningful impact.
2. **Skills-Focused:** We believe that skills development leads to high-quality jobs, enabling individuals to support their families and contribute to a thriving community.
3. **Welcoming:** We believe in cultivating belonging by creating a safe, respectful, and inviting space.
4. **Inclusive and Accessible:** We believe that everyone regardless of background or circumstance, should have access to resources and opportunities to thrive.
5. **Collaborative:** We believe in creating a cohesive system that ensures effective, coordinated services for our customers.
6. **Empowerment:** We believe in equipping people with skills, guidance, and resources to foster, confidence, and lasting success.

Strategies

1. **Professional Well-Equipped Staff:** We invest in training and professional development to ensure staff have the support, resources, and skills needed to deliver high-quality, customer-focused services.
2. **Community Partnerships:** We collaborate with partners to leverage resources, integrate services, and increase access to tools and resources.
3. **Guided Support and Coaching:** We provide personalized, culturally sensitive coaching and holistic support to help customers set goals, build skills, and overcome barriers.
4. **Local Talent Pool Development:** We help customers gain the skills needed to fill in-demand positions, creating a talent pool of qualified candidates for local businesses.
5. **Lifelong Skills Development:** We encourage continuous growth and development, providing opportunities for individuals to build skills and adapt to a changing job market.
6. **Customer Data and Insights:** We actively seek and incorporate feedback and data to ensure our policies and strategies are customer-centered.

Outcomes

1. The system fosters personal and professional growth, helping individuals overcome obstacles, realize their potential, and contribute to a thriving community.
2. Collaborative partnerships maximize resource-sharing, ensuring individuals and businesses experience a coordinated, high-impact service system.
3. Every person has equal access to resources that equip them for success, regardless of their background or barriers.
4. Families break cycles of poverty and achieve self-sufficiency through skills development that leads to good jobs.
5. The EC system serves as a reliable talent pipeline for local employers, ensuring they have access to skilled, job-ready candidates.