



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Workforce Development Board

June 2, 2021 @ 4:00 p.m.

**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 meeting will be held via Zoom.**

**Use the information below to join this meeting:**

**Join Zoom Meeting**

**<https://us02web.zoom.us/j/82776447305?pwd=QmYzTE9mNVNJZ2puQ2YrV0w1RS9kdz09>**

**or Join by Phone: 1-669-900-6833**

**Meeting ID: 827 7644 7305**

**Passcode: 129538**

**The public may participate in the meeting  
as otherwise permitted under the Brown Act.**

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**Mission Statement:** The Fresno Regional Workforce Development Board exists to oversee the optimal administration of Workforce Innovation and Opportunity Act funds in the Fresno region. In serving both the business community and the individual job seeker with the provision of human capital development services, we hope to foster the economic vitality of the Fresno region.

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**REMINDER: PLEASE TURN OFF CELL PHONES OR PUT ON VIBRATE**

1. ROLL CALL
2. COMMENTS BY FRWDB CHAIR AND/OR EXECUTIVE STAFF
3. AGENDA CHANGES: REMOVAL OF ITEMS OR EMERGENCY ADDITIONS
4. ABSTENTIONS/RECUSALS/DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST
5. PUBLIC COMMENT

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Item #	Description	Presenter	Enclosure	Action	Page #
6.	Committee Reports Adult Council – Chuck Riojas Business and Industry Committee – Lydia Zabrycki Executive Committee – Jeff Hensley Youth Council – Raine Bumatay		No	Information	--
7.	Approval of the March 3, 2021, Meeting Minutes	Konczal	Yes	Approve	5

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## ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

Disabled individuals and individuals who are limited English proficient who need special assistance to attend or participate in this meeting may request assistance by contacting the Fresno Regional Workforce Development Board, at 2125 Kern Street, Suite 208, Fresno, California, or by calling (559) 490-7100. Every effort will be made to reasonably accommodate individuals with disabilities or who are limited English proficient by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance of the meeting.

Item #	Description	Presenter	Enclosure	Action	Page #
8.	Legal Services Award	Konczal	Yes	Approve	10
9.	April 2021 Financial Report	Konczal	Yes	Accept	11
10.	Financial Statements and Supplemental Data for Fiscal Year Ending June 30, 2020	Konczal	Yes	Information	18

### **CONSENT ITEMS**

11.	Approve Consent Items (A1 through B7). <i>Items pulled from consent will be handled with the other regular items at the end of the agenda, including any information items that are pulled.</i>			Approve	
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### **CONSENT ITEMS SUBMITTED BY ADULT COUNCIL**

A1	Workforce Innovation and Opportunity Act Regional and Local Plan	Konczal	Yes	Approve	49
A2	Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendation for Program Year 2021-2022	Konczal	Yes	Approve	134
A3	Program Year 2021-2022 Adult and Dislocated Worker Contract Award Recommendations	Konczal	Yes	Approve	139
A4	Authorization to Award America's Job Centers of California Office Furniture Contract	Konczal	Yes	Authorize	143
A5	Third Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021	Stogbauer	Yes	Accept	144
A6	Third Quarter Local Performance Results Reports for Program Year 2020-2021	Stogbauer	Yes	Accept	146
A7	Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021	DeWitt	Yes	Accept	153
A8	Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021	DeWitt	Yes	Accept	156
A9	Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2020-2021	DeWitt	Yes	Accept	158
A10	Program Year 2019-2020 Workforce Innovation and Opportunity Act Local Area Adult and Dislocated Worker Performance Results	Stogbauer	Yes	Accept	161

### **CONSENT ITEMS SUBMITTED BY YOUTH COUNCIL**

B1	Workforce Innovation and Opportunity Act Funding Recommendations for Program Year 2021-2022	Konczal	Yes	Approve	164
B2	Third Quarter Workforce Innovation and Opportunity Act Young Adult Participant Work Experience Report for Program Year 2020-2021	Stogbauer	Yes	Accept	169



Item #	Description	Presenter	Enclosure	Action	Page #
B3	Third Quarter Local Performance Results Report for Program Year 2020-2021	Stogbauer	Yes	Accept	170
B4	Third Quarter Young Adult Satisfaction Report for Program Year 2020-2021	DeWitt	Yes	Accept	177
B5	Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021	DeWitt	Yes	Accept	179
B6	Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021	DeWitt	Yes	Accept	181
B7	Workforce Innovation and Opportunity Act Local Area Youth Performance Results for Program Year 2019-2020	Stogbauer	Yes	Accept	182

#### NON-CONSENT ITEMS

12.	First Quarter Community Events	Konczal	Yes	Information	184
13.	Information Sharing	WDB Members	No	Discussion	--
14.	Agenda Items for September 1, 2021, Meeting	Konczal	No	Discussion	--
15.	Meeting Feedback	Konczal	No	Discussion	-

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
2021 ATTENDANCE RECORD**

<b>Directors</b>	<b>Special Meeting 1/20/2021</b>	<b>3/3/2021</b>	<b>6/2/2021</b>	<b>9/1/2021</b>	<b>12/1/2021</b>
Stephen Avila	--	P			
Lenora Lacy Barnes	A	P			
Paul Bauer	P	P			
Edgar Blunt	P	P			
Alysia Bonner	P	P			
Raine Bumatay	P	P			
Brian Chambers	P	P			
Fely Guzman	P	A			
Jeffrey Hensley	P	P			
Mike Karbassi	P	A			
Scott Miller	A	A			
Dennis Montalbano	P	A			
Sherry Neil	A	P			
Delfino Neira	P	P			
Tommie Nellon	A	A			
Joe Olivares	P	P			
Sal Quintero	A	A			
Chuck Riojas	P	P			
Elizabeth Rivinius	A	P	--	--	--
Michael Silveira	P	P			
Vasili Sotiropulos	P	P			
Shelly Tarver	P	P			
Stuart VanHorn	P	A			
Lydia Zabrycki	P	P			
Ken Price (Counsel)	P	P			

P = Present

A = Absent

-- = Not a Member at Time of Meeting

# **FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**

AGENDA ITEM:	7
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

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**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** Approval of the March 3, 2021, Meeting Minutes

**RECOMMENDATION:**

Approve the minutes of the March 3, 2021, meeting of the Fresno Regional Workforce Development Board.

**ATTACHMENT:**

March 3, 2021, Meeting Minutes



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Workforce Development Board  
March 3, 2021 @ 4:00 p.m.  
MEETING

## SUMMARY MINUTES

The meeting was called to order at 4:00 p.m. and was held via Zoom.

ROLL CALL: PRESENT – Stephen Avila, Lacy Barnes, Paul Bauer, Edgar Blunt, Alysia Bonner, Raine Bumatay, Brian Chambers, Jeff Hensley, Sherry Neil, Delfino Neira, Joe Olivares, Chuck Riojas, Elizabeth Rivinius, Michael Silveira, Vasili Sotiropoulos, Shelly Tarver, Lydia Zabrycki, and Legal Counsel Ken Price.

ABSENT – Fely Guzman, Mike Karbassi, Scott Miller, Dennis Montalbano, Tommie Nellon, Sal Quintero, and Stuart VanHorn.

COMMENTS BY FRWDB CHAIR  
AND/OR EXECUTIVE STAFF:

Chair Hensley introduced new Fresno Regional Workforce Development Board (FRWDB) Director, Stephen Avila, Operations Manager for Grundfos Pumps Corporation. Mr. Avila shared briefly about his educational and career background.

AGENDA CHANGES:  
REMOVAL OF ITEMS OR  
EMERGENCY ADDITIONS:

None.

ABSTENTIONS/ DISCLOSURES OF  
POTENTIAL CONFLICTS  
OF INTEREST/RECUSALS:

None.

PUBLIC COMMENTS:

None.

**Item Description/Action Taken**

### **6. Grant Awards Overview**

Blake Konczal, Executive Director, FRWDB, provided an overview of the grants the FRWDB recently had been awarded: 1) The FRWDB was awarded a \$1.13 million High Road Construction Careers grant and will act as fiscal agent for a 14-county region. This grant is directly related to the multi-craft training provided in partnership with the Fresno-Madera-Kings-Tulare Building Trades Council. 2) The FRWDB, partnering with the State, received a grant from the US Department of Education to provide Vocational English as Second Language (VESL) and math classes for individuals desiring to go into pre-apprentice training. These classes would be held online. 3) Funding for up to the first quarter of 2024 was awarded for pre-apprentice construction training. Mr. Konczal indicated that the 32<sup>nd</sup> cohort of this training just graduated at the end of February. Director Riojas added that out of 20 training participants, 19 graduated, and commended Mr. Konczal and FRWDB staff for the vetting process they conduct, stating that it is really the foundation for the success of this training program.



Mr. Konczal reminded the FRWDB of the 2009 economic sector report that identified \$20 billion in public infrastructure construction projects slated for 2010 through 2020, from Stockton to Bakersfield. He stated that the term “hidden sector” was coined for these projects. The agency who conducted the survey in 2009, Applied Development Economics, is now working on a second survey that will look at public infrastructure projects planned for years 2021 to 2030. The FRWDB will use information gathered through this survey to know which specific sectors to train local workers in so that they will be prepared for these jobs when they become available.

Mr. Konczal concluded his overview by reminding the FRWDB that during the COVID pandemic, workforce services and business services continued to be provided by utilizing virtual platforms such as Zoom and Facebook Live. Services provided virtually included resource fairs, Rapid Response orientations, Workforce Innovation and Opportunity Act orientations, recruiting, and training. Once normal services resume, Mr. Konczal anticipates that the FRWDB will continue some of its electronic presence, as it has worked so well.

## **7. Committee Reports**

Adult Council: Director Riojas reported that the Adult Council (Council) met on January 28<sup>th</sup> via Zoom. He stated that the Council saw the Third Quarter Outstanding Achievement Award winner video and he encouraged FRWDB Directors to view the video and indicated that the YouTube video link was provided in their agenda packet. The Council reviewed the Adult Participant Training Report, which showed expenditures being below normal levels for this point in the program year, but this was due to the COVID situation and that all Workforce Boards across the state were having the same issue. He indicated that all the second quarter reports were reviewed and recommended for FRWDB approval, which included the Local Performance Results report, the Providers of Services Monitoring Report, Customer Complaint Report, the Customer Satisfaction Report. The Council also reviewed two (2) information item reports, the Demographics Report and the Americas Job Centers of California Usage reports.

Business and Industry Committee: Director Zabrycki reported that the Business and Industry Committee (B&I) met on February 3<sup>rd</sup>, at which time they received an update on the Rapid Response services provided during the second quarter of Program Year (PY) 2020-2021: Eight (8) companies were contacted who were either downsizing or closing and orientations provided for 38 business owners and dislocated workers. The Rapid Response team also hosted a virtual job fair in November in partnership with the City of Fresno and plans were underway for a virtual job fair later in March. Shawna Glazener, Business Services Coordinator, FRWDB, presented a report on current trends in manufacturing, highlighting new machinery and new processes in the industry. Incumbent Worker Trainings were completed during the second quarter with three (3) companies, upskilling 84 employees. Erik Cherkaski, Business Services Center Manager, FRWDB, provided the rural business update and explained the different efforts taking place in the rural east and west sides of Fresno County. The B&I were also presented with the third quarter Outstanding Business Achievement award winner videos as an information item.

Executive Committee: Chair Hensley reported that the Executive Committee (Committee) met via Zoom on January 20<sup>th</sup>, when they approved the release of the WIOA One-Stop Operator, Adult Services and Dislocated Worker Services Requests for Proposals. The Committee accepted the November 2020 financial report and had no concerns regarding the report. The Committee participated in a planning discussion, facilitated by consultant David Shinder, on the Regional and Local Plan Modification for the period 2021-2024. Mr. Shinder will be developing a draft modification plan from the input received from the Committee. Mr. Konczal provided his quarterly Director’s update that included updates on the 14-county rollout of the multi-craft pre-apprenticeship training and the forestry programs.

Youth Council: Director Bumatay reported that the Youth Council met on February 18<sup>th</sup>. She indicated that the highlights of the meeting included the video presentation of the third quarter Outstanding Achievement award winner. The Youth Council reviewed and recommended acceptance of the Local Performance Results Report, the Young Adult Satisfaction Report, the Providers of Services Monitoring Report, the Customer Complaint Report and the Youth Demographics Report. She noted that there was a discussion regarding the responses to the Youth Demographics Report around ethnicities.

This was an information item.

**8. Approval of the December 2, 2020, Meeting Minutes**

**OLIVARES/BUMATAY – APPROVED THE DECEMBER 2, 2020, MEETING MINUTES. VOTE: YES – 18; NO – 0 (UNANIMOUS)**

**9. Approval of the January 20, 2021, Special Meeting Minutes**

**BONNER/BARNES – APPROVED THE JANUARY 20, 2021, SPECIAL MEETING MINUTES. VOTE: YES – 18; NO - 0 (UNANIMOUS)**

**10. January 2021 Financial Report**

Mr. Konczal presented the January 2021, Financial Report for the FRWDB's acceptance. He brought the FRWDB's attention to the training expenditure rate and the fact that it has been affected by COVID, noting that the expenditure rate is lower than they have been in previous program years; however, FRWDB staff does believe that expenditures will be within the minimum rates by the end of the program year. He mentioned that the FRWDB had received extensions on two (2) grants. He spoke briefly about the new \$750,000 Department of Health and Human Services Fatherhood FIRE grant the FRWDB received to help young fathers in a number of different areas. That grant award has an initial term that runs through 2021, but has an option to extend that for four (4) years with additional funding.

Chair Hensley asked Mr. Konczal if the funds are not completely expended by the end of the year, would they carry over to the next program year. Mr. Konczal explained the state's 80% expenditure rule, which would allow the FRWDB to roll over 20% to the next program year, but he noted that the FRWDB never has rolled over that high of a percentage and will not do so this year. He reminded the Board that in past years, FRWDB staff has recommended a five (5) to eight percent (8%) roll over.

**BLUNT/RIOJAS – ACCEPTED THE JANUARY 2021 FINANCIAL REPORT. VOTE: YES – 18; NO – 0 (UNANIMOUS)**

**11. Consent Items (A1 through B5)**

**OLIVARES/BAUER – APPROVED CONSENT ITEMS A1 THROUGH B5. VOTE: YES – 17; NO – 0 (UNANIMOUS)**

**12. Fourth Quarter Community Events**

Mr. Konczal stated that there were no community events to report for the fourth quarter of PY 2020-2021.

This was an information item.

**13. Information Sharing**

Mr. Konczal shared that FRWDB Marketing and Communications Manager, Janis Parker, had retired and that Martha Espinosa, FRWDB Business Services/Rapid Response Coordinator, had taken over some of the duties previously handled by Ms. Parker. He invited Ms. Espinosa to share about some of the FRWDB's recent marketing projects. Ms. Espinosa talked about the different radio stations the FRWDB has been working with, as well as how the FRWDB is using social media to promote its various training and employment programs. She noted a recent emphasis on promoting the Bridge to Construction program, which is the VESL program for individuals wanting to go into construction pre-apprentice training. She mentioned the Spring 2021 virtual job fair that the FRWDB will be hosting via the Premier Events virtual platform and that over 35 employers had already signed up to participate.

Chair Hensley stated that he hoped these marketing efforts would help the FRWDB gain visibility with the public.

This was an information item.

**14. Agenda Items for June 2, 2021, Meeting**

There were no items recommended for the June 2, 2021, FRWDB meeting agenda.

**15. Meeting Feedback**

Director Barnes asked Mr. Konczal about utilizing the voting feature on the Zoom platform. Mr. Konczal indicated that FRWDB staff would look into that.

The meeting was adjourned at 4:50 p.m.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	8
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

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**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** Legal Services Award

## **RECOMMENDATION:**

Approve the Legal Services Request for Proposals (RFP) contract award to Baker, Manock and Jensen, PC, for Program Year 2021-2022.

## **REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board (FRWDB) staff released an RFP for Legal Services on April 19, 2021, with a proposal submission deadline of 3:00 p.m. on May 14, 2021. There were three (3) proposals received by the May 14th deadline: Lozano Smith, Attorneys at Law, Epperson Law Group, and Baker Manock & Jensen, PC.

FRWDB staff conducted Phase I of the rating process. The proposals met all of the minimum requirements of the RFP and were forwarded to the rating team for the Phase II evaluation.

The Phase II rating team, which was composed of members of the FRWDB and staff, met on May 20, 2021, to review and rate the proposals. All proposals exceeded the minimum 70 points required to be considered for contract award. Based on the rating scores of each of the proposals, the rating team is recommending a contract be awarded to Baker, Manock and Jensen, PC to begin July 1, 2021, with an option to award an additional four (4) annual renewals based on a review of the previous year's performance. The Proposal Rating Summary with the scores for each of the proposals, which was posted to the FRWDB website on May 21, 2021, is attached for your review.

## **FISCAL IMPACT:**

\$62,000 will be allocated to Professional Services line item for Legal Services of the PY 2021-2022 Agency Budget.

## **ATTACHMENT:**

Proposal Rating Summary



# **FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**

## **LEGAL SERVICES**

### **Request for Proposal - Summary Rating Results**

**Name of Bidder: Lozano Smith**

**Quote #: 415598**

	<b>Points</b>	<b>Points</b>
<b>Evaluation Criteria</b>	<b>Possible</b>	<b>Awarded</b>
Relevant Experience	75.0	60.0
Price Analysis	25.0	20.9
	<b>100.0</b>	<b>80.9</b>

**Name of Bidder: Epperson Law Group**

**Quote #: 415599**

	<b>Points</b>	<b>Points</b>
<b>Evaluation Criteria</b>	<b>Possible</b>	<b>Awarded</b>
Relevant Experience	75.0	59.3
Price Analysis	25.0	23.7
	<b>100.0</b>	<b>83.0</b>

**Name of Bidder: Baker, Manock & Jensen**

**Quote #: 415600**

	<b>Points</b>	<b>Points</b>
<b>Evaluation Criteria</b>	<b>Possible</b>	<b>Awarded</b>
Relevant Experience	75.0	74.7
Price Analysis	25.0	23.6
	<b>100.0</b>	<b>98.3</b>

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	9
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Blake Konczal, Executive Director

**SUBJECT:** April 2021 Financial Report

## **RECOMMENDATION:**

Accept the attached Fresno Regional Workforce Development Board (FRWDB) April 2021 Financial Report.

## **REASON FOR RECOMMENDATION:**

The attached summary financial report and charts display year-to-date financial information through April 30, 2021.

- Workforce Innovation and Opportunity Act Adult and Dislocated Worker: Expenditures are running lower than anticipated due to the combination of the higher carryover maintained for the planned one-time move costs in September 2021, and the unexpended reserved training funds for Program Year (PY) 2019-2020. These reserved training funds are to be expended by June 30, 2021. FRWDB staff is working with Providers to meet the 30% mandated training requirement;
- Workforce Innovation and Opportunity Act Rapid Response: As of April 2021, it is 65% expended at \$153,613 of the \$236,316. On May 13, 2021, FRWDB received an extension of Rapid Response Funds for Program Year 2020-2021. These funds now have until June 30, 2022, to be expended;
- Workforce Accelerator Fund 7.0: This grant ended on March 31, 2021, with an expenditure rate of 92.96% at \$139,445, leaving \$10,555 of unspent funds;
- COVID-19 Impacted Individuals: On December 18, 2020, the grant received a six (6) month extension to June 30, 2021, and an increase of \$21,000, bringing the total grant funding amount to \$336,000. FRWDB staff anticipates this contract to be 100% expended;
- Staff has no concerns with grant expenditures at this time.

## **ATTACHMENT:**

April 2021 Financial Report

**FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**  
**Summary Financial Report**  
**April 2021**

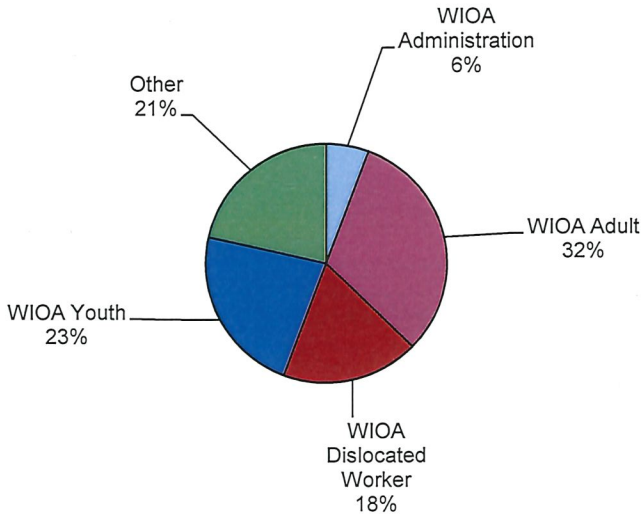
GRANT	TERM	Total Grant Amount	Prior Year(s) Expended	Current Year to Date Expenditures	Percent Expended	Unspent Committed Funds
WIOA ADMINISTRATION	07/01/2020 - 06/30/2021	1,824,473		1,033,696	56.66%	790,777
* WIOA ADULT	07/01/2020 - 06/30/2021	10,111,170		4,281,037	42.34%	5,830,133
* WIOA DISLOCATED WORKER	07/01/2020 - 06/30/2021	5,894,887		2,549,787	43.25%	3,345,100
* WIOA YOUTH	07/01/2020 - 06/30/2021	7,294,136		4,560,992	62.53%	2,733,144
WIOA RAPID RESPONSE & Layoff Aversion	07/01/2020 - 06/30/2021	236,316		153,613	65.00%	82,703
TCC - Transformative Climate Communities*	02/01/2020 - 03/31/2024	1,249,432	28,367	57,640	6.88%	1,163,425
WAF 7.0	05/01/2019 - 03/31/2021	150,000	90,044	49,401	92.96%	10,555
CAL FIRE*	03/01/2020 - 06/01/2022	1,675,200	16,925	215,682	13.89%	1,442,593
P2E - SJC IDS/SSEL	09/01/2019 - 03/31/2022	685,849		54,294	7.92%	631,555
COVID-19 Impacted Individuals	03/01/2020 - 06/30/2021	336,000	26,954	306,580	99.27%	2,467
COVID-19 Employment Recovery NDWG	04/01/2020 - 03/31/2022	450,000		35,497	7.89%	414,503
High Road Construction Careers (HRCC): SB1 Valley Build	11/01/2020 - 08/31/2022	1,499,818		142,800	9.52%	1,357,018
Fatherhood Fire - HHS*	09/30/2020 - 09/29/2021	749,999		149,340	19.91%	600,659
HRCC: Low Carbon Economy Workforce Program	Awarded 03/04/2021	1,194,400		-	0.00%	1,194,400
2020 September Wildfires - 1st Increment	01/01/2021 - 12/30/2022	975,000		-	0.00%	975,000
Pathway Home Grant - GRID Alternatives	07/01/2020 - 12/31/2023	73,630		-	0.00%	73,630
HRCC: Reimagine Workforce Preparation Grant (RWPG)	04/01/2021 - 03/31/2023	2,010,608		-	0.00%	2,010,608
<b>TOTAL FUNDING</b>		<b>36,410,918</b>	<b>162,290</b>	<b>13,590,360</b>	<b>37.77%</b>	<b>22,658,268</b>

\* Total Grant Amount includes FINAL carryover from Prior Plan Year 19 - 20  
Due to spreadsheet formula rounding calculations, totals may be off by \$1 or \$2

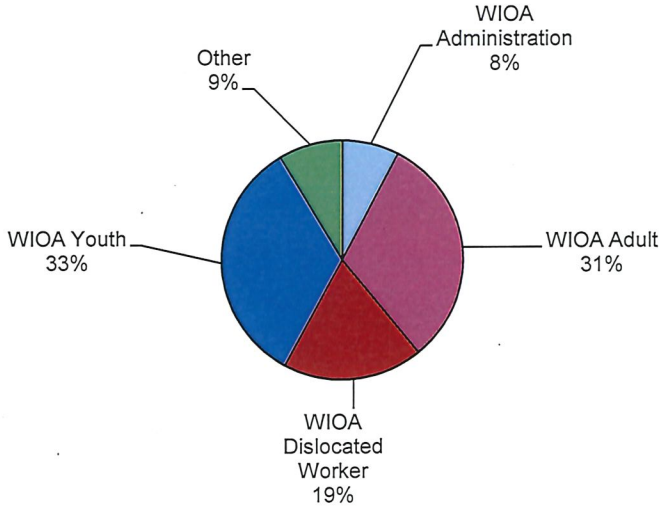
Prepared by: C. Beierschmitt

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD  
FINANCIAL REPORTS  
April 2021

**FRWDB Committed Funds  
Fiscal Year 2020-2021**

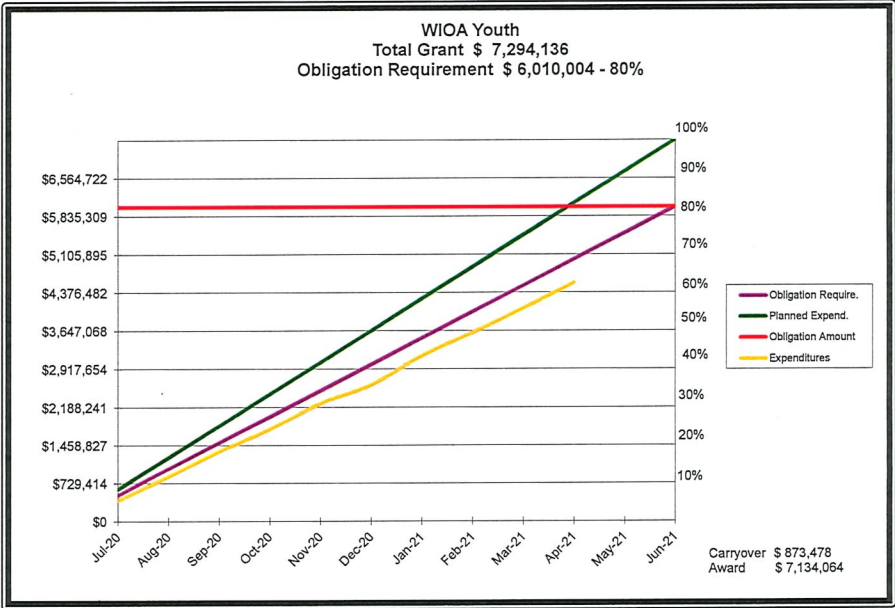
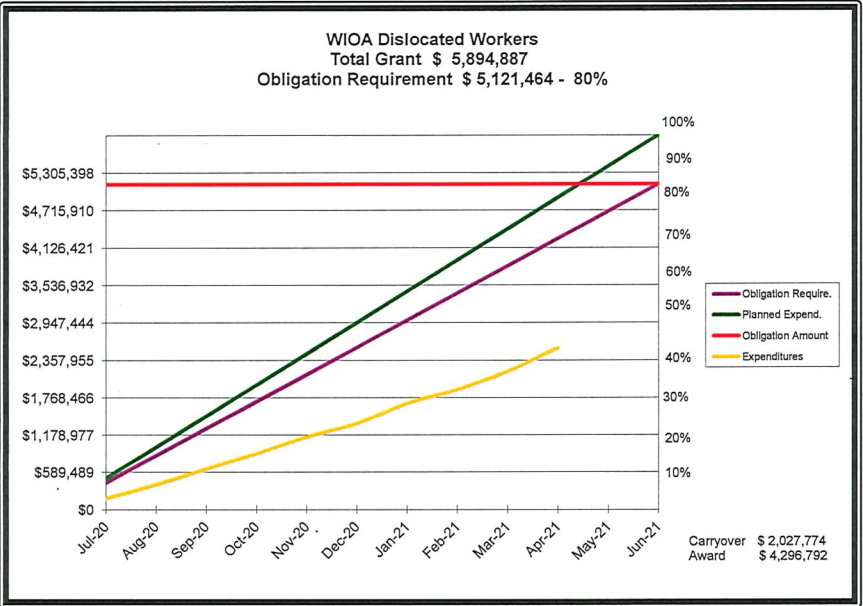
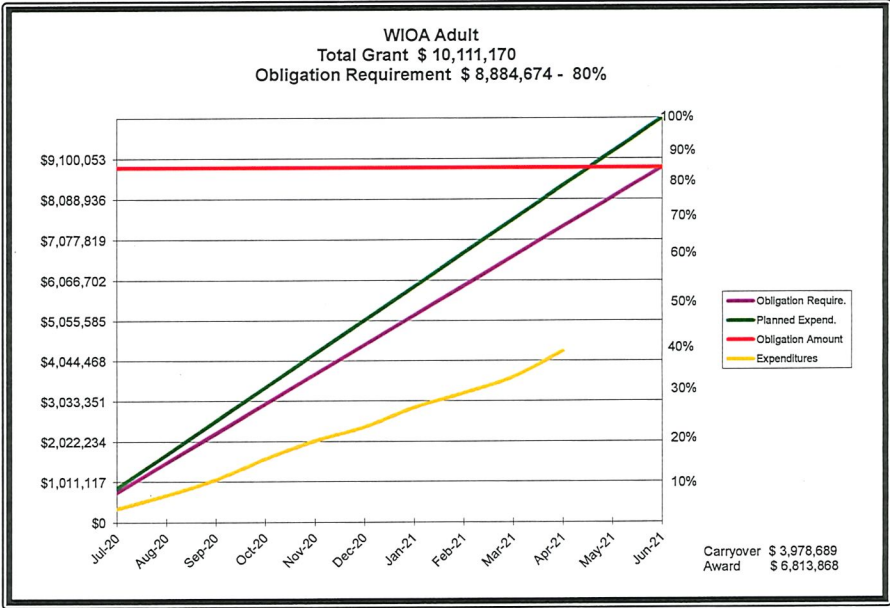
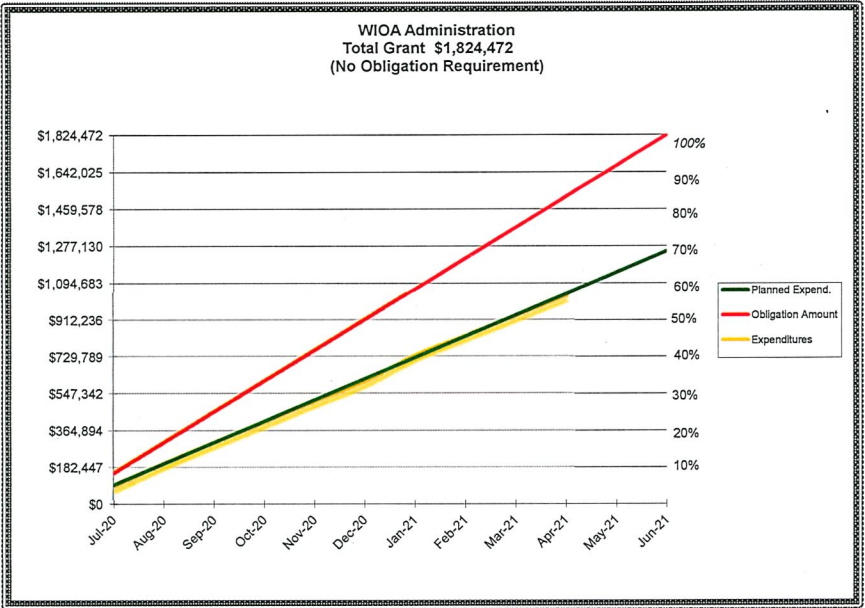


**FRWDB Expenditures  
Fiscal Year 2020-2021**



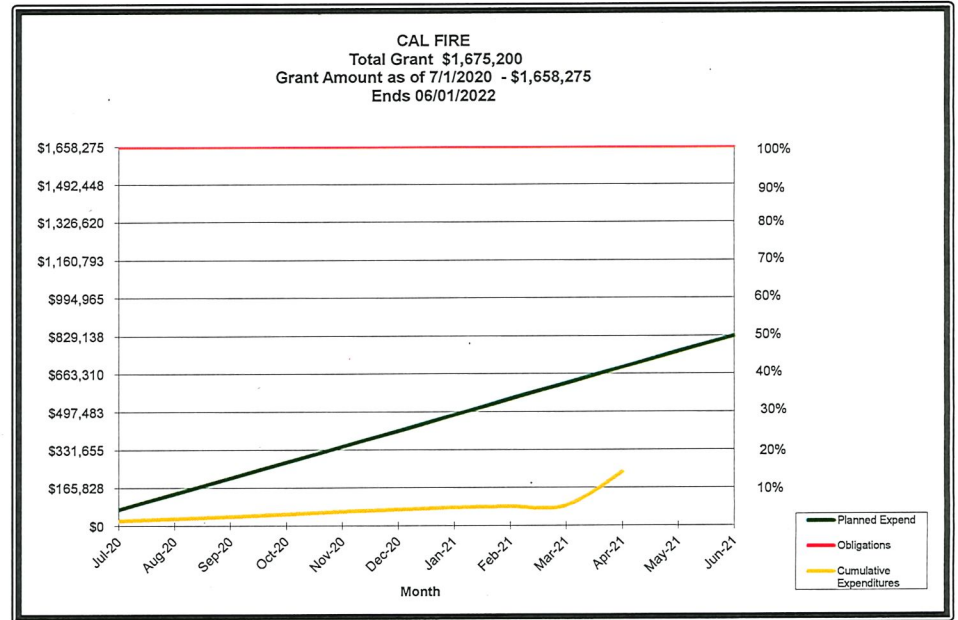
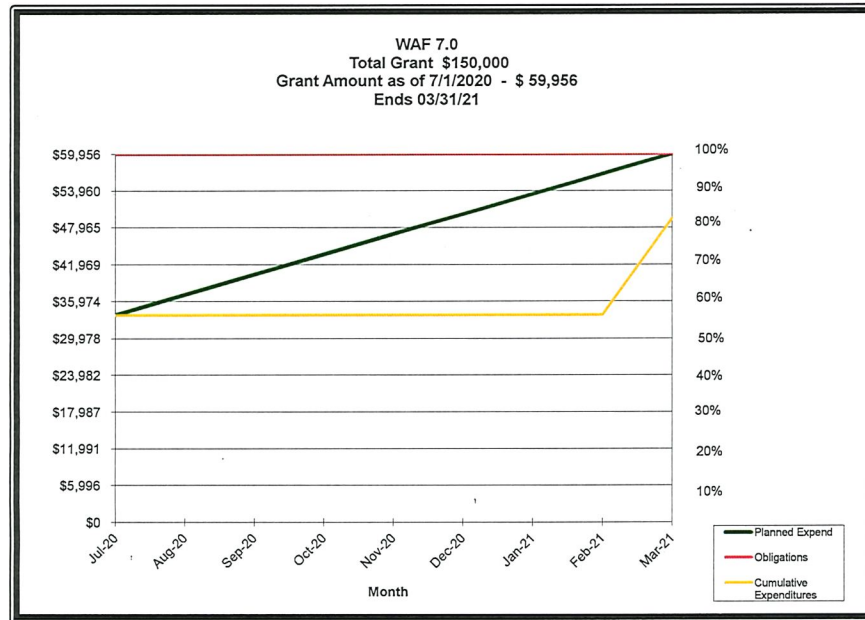
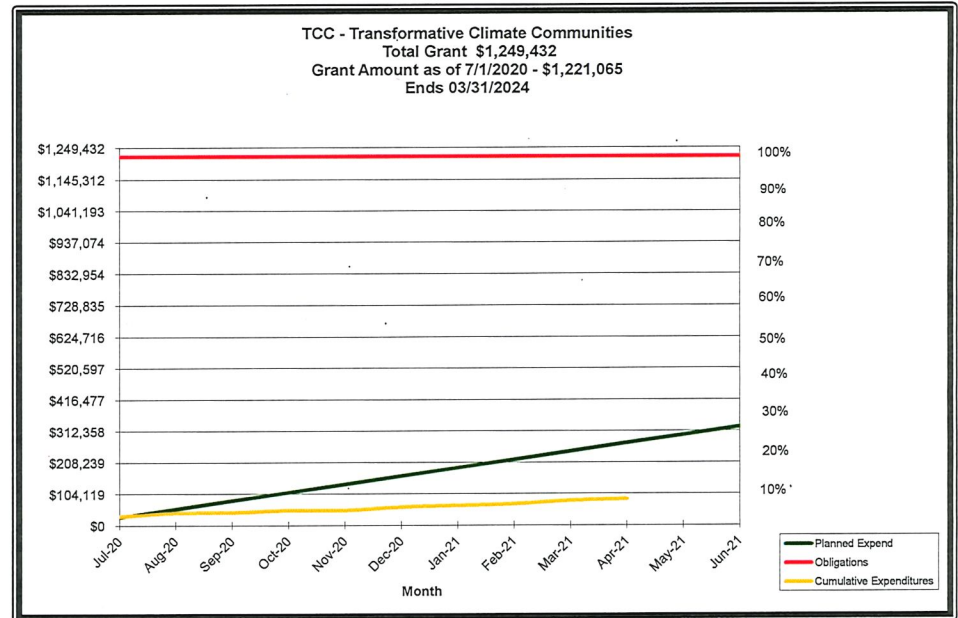
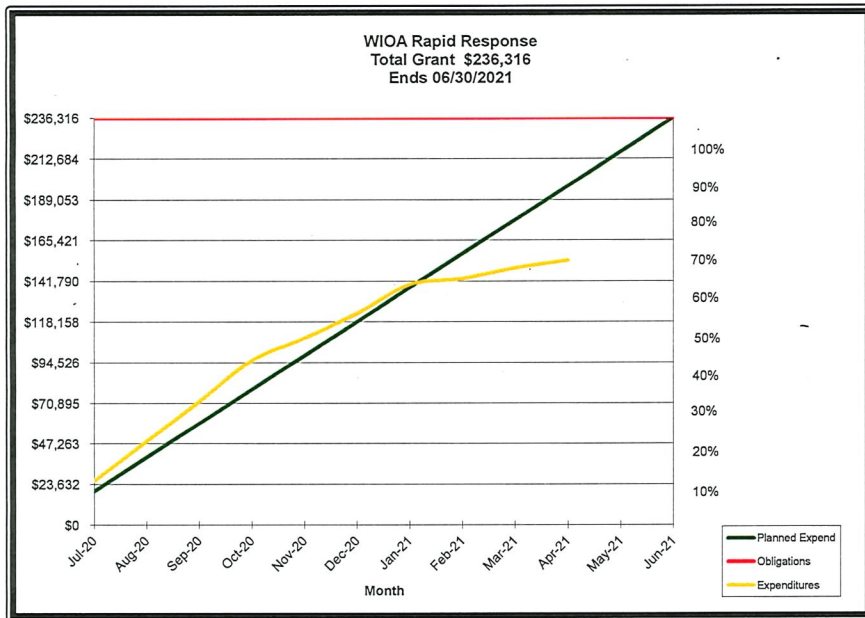


April 2021

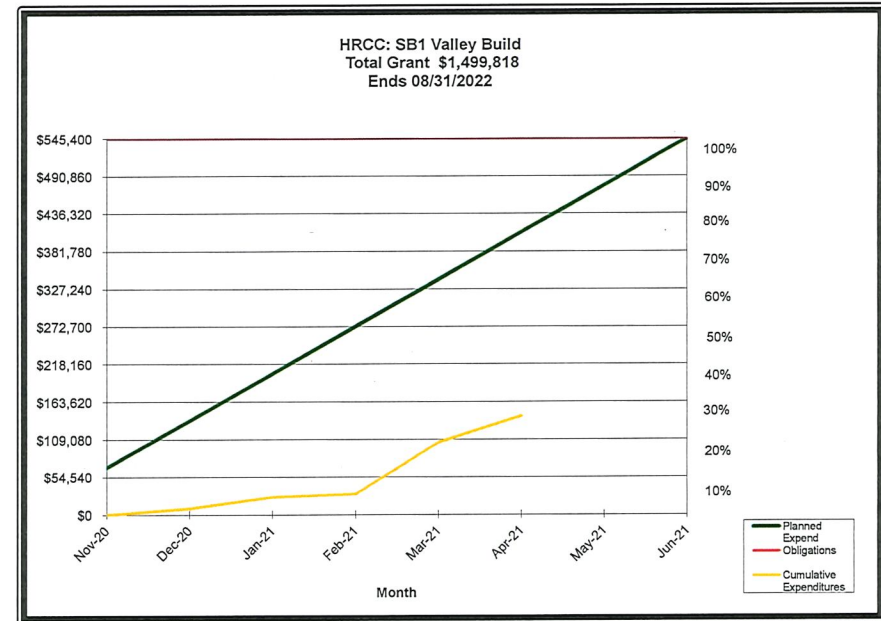
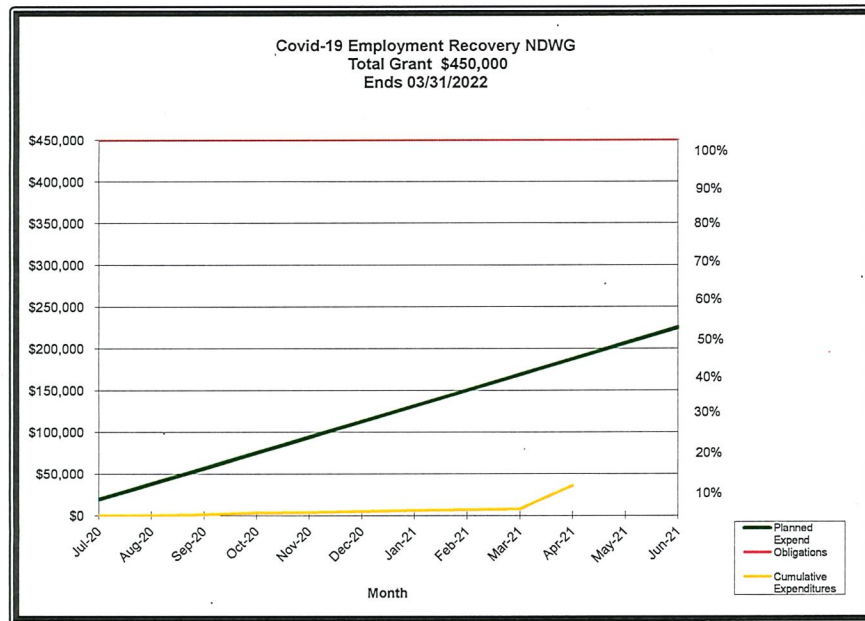
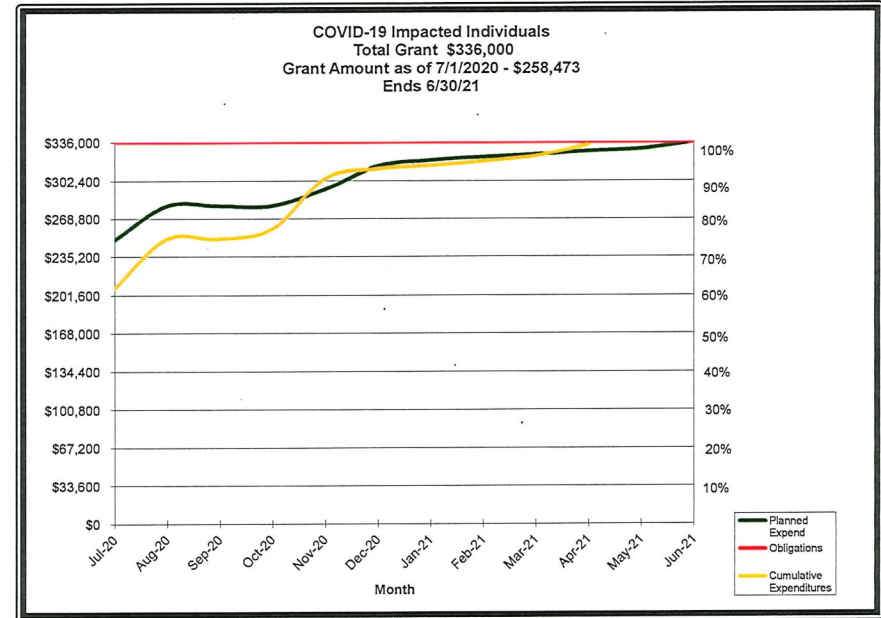
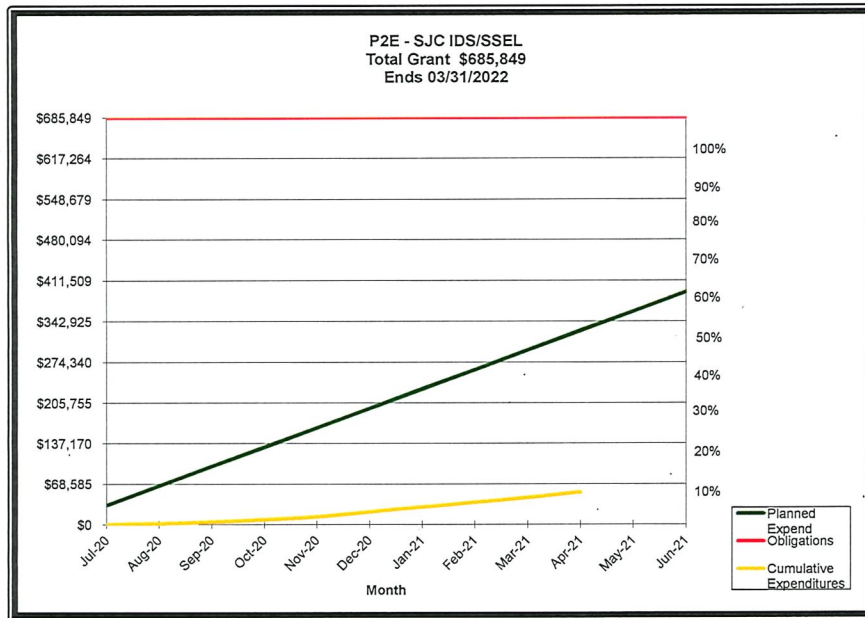


FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD FINANCIAL REPORTS

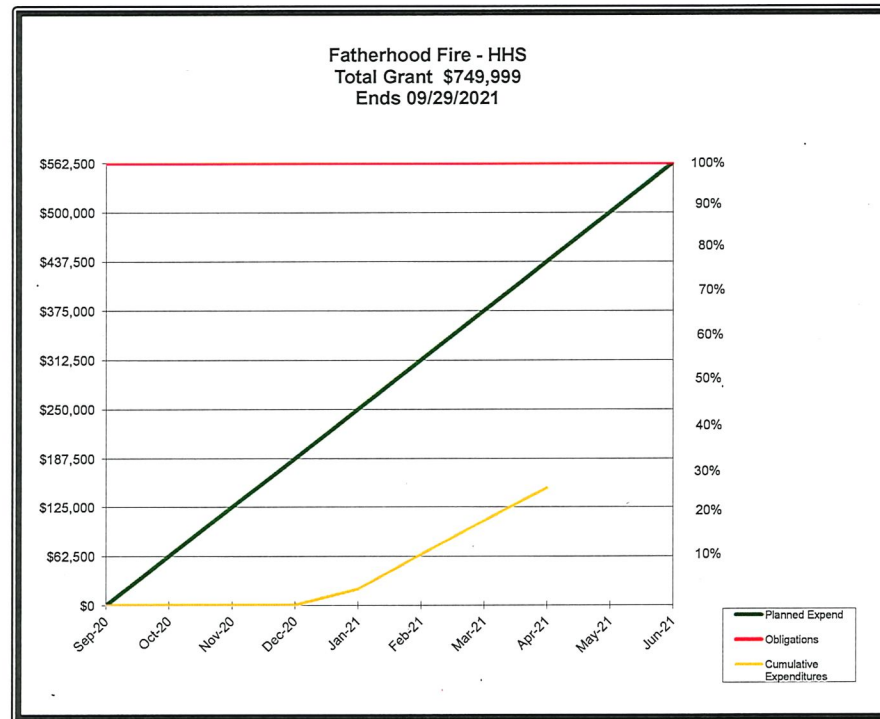
April 2021



April 2021



April 2021





# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	10
MEETING DATE:	June 2, 2021
ACTION:	INFORMATION

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

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**TO:** Fresno Regional Workforce Development Board  
**FROM:** Blake Konczal, Executive Director  
**SUBJECT:** Financial Statements and Supplemental Data for Fiscal Year Ending June 30, 2020

## **INFORMATION:**

The Fresno Area Workforce Investment Corporation (FAWIC) Board of Directors accepted the FAWIC Financial Statements and Supplemental Data for Fiscal Year Ending June 30, 2020, at its April 21, 2021, meeting.

The Single Audit Act and Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, require that an organization receiving more than \$750,000 in federal funds a year have a single audit annually. The audit must be completed within nine (9) months of the fiscal year end. The Joint Powers Agreement requires that the audit be completed within 120 days of the fiscal year end.

Attached are the financial statements and supplemental data for the fiscal year ending June 30, 2020. The financial statements include comparative balances for fiscal year ending June 30, 2019. There were no findings or recommendations in the report (please see pages 23 and 24 of Attachment II). FAWIC received an unmodified opinion and qualified as a low risk auditee.

## **ATTACHMENTS:**

ATTACHMENT I: Audit Committee Letter  
ATTACHMENT II: Fresno Area Workforce Investment Corporation Financial Statements and Supplemental Data Years Ended June 30, 2020, and 2019



## AUDIT COMMITTEE LETTER

## Moore Grider &amp; Company LLP

Certified Public Accountants

*A Partnership Including  
Accountancy Corporations*

Richard L. Holland, C.P.A.

Thomas L. Bell, C.P.A.  
Accountancy Corporation

Denise S. Hurst, C.P.A.

Kenneth J. Labendeira, C.P.A., C.F.E.  
Accountancy CorporationPamela J. Gallemore, C.P.A.  
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Kara J. Nickel, C.P.A.

Kirsten Years, C.P.A.

L. Jerome Moore, C.P.A.  
1923-2016Robert E. Grider, C.P.A.  
Retired

February 10, 2021

The Audit Committee  
Fresno Area Workforce Investment Corporation  
Fresno, California

We have audited the financial statements of the Fresno Area Workforce Investment Corporation for the year ended June 30, 2020 and have issued our report thereon dated February 10, 2021. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards* as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our engagement letter to you dated September 16, 2020. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings*Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Fresno Area Workforce Investment Corporation are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year ended June 30, 2020. We noted no transactions entered into by the Organization during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. We evaluated the key factors and assumptions used to develop the accounting estimates in determining that they are reasonable in relation to the financial statements taken as a whole. The most sensitive estimates affecting the financial statements were:

- Management's estimate of the collectability of grants receivable and other receivables is based upon analysis of outstanding accounts.
- Future lease commitments are based upon lease terms of various equipment, warehouse and office space.

- The allocation of expenses by function is based upon management's estimate of expenses incurred for program and supporting purposes.

Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosure affecting the financial statements was:

- Concentration of grant revenue disclosed in Note 5 to the financial statements. The disclosure identifies that 99% of the Organization's funding was from the U.S. Department of Labor under various Workforce Innovation and Opportunity Act grants.

The financial statement disclosures are neutral, consistent, and clear.

#### *Difficulties Encountered in Performing the Audit*

We encountered no significant difficulties in dealing with management in performing and completing our audit.

#### *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. Management has corrected all such misstatements. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

#### *Disagreements with Management*

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

#### *Management Representations*

We have requested certain representations from management that are included in the management representation letter dated January 28, 2021.

#### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Organization's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting

accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

*Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Organization's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

**Other Matters**

With respect to the supplementary information accompanying the financial statements, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with U.S. generally accepted accounting principles, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

This information is intended solely for the use of the audit committee, board of directors and management of the Fresno Area Workforce Investment Corporation and is not intended to be, and should not be, used by anyone other than these specified parties.



**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**FINANCIAL STATEMENTS AND  
SUPPLEMENTARY INFORMATION**

**YEARS ENDED JUNE 30, 2020 AND 2019**

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**  
**FINANCIAL STATEMENTS AND SUPPLEMENTARY INFORMATION**  
**YEARS ENDED JUNE 30, 2020 AND 2019**

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Moore Grider & Company LLP  
Certified Public Accountants

INDEPENDENT AUDITORS' REPORT

*A Partnership Including  
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1923-2016

Robert E. Grider, C.P.A.  
Retired

Board of Directors  
Fresno Area Workforce Investment Corporation  
Fresno, California

**Report on the Financial Statements**

We have audited the accompanying financial statements of Fresno Area Workforce Investment Corporation, which comprise the statements of financial position as of June 30, 2020 and 2019, and the related statements of activities, combining statements of activities, and cash flows for the years then ended, and the related notes to the financial statements.

***Management's Responsibility for the Financial Statements***

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

***Auditors' Responsibility***

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



### ***Opinion***

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Fresno Area Workforce Investment Corporation as of June 30, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

### ***Other Matters***

#### ***Supplementary and Other Information***

Our audit was conducted for the purpose of forming an opinion on the financial statements as a whole. On pages 15 and 16, the accompanying schedule of expenditures of federal awards as required by Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, is presented for purposes of additional analysis and is not a required part of the financial statements. The accompanying supplementary information on page 18 is presented for purposes of additional analysis and is also not a required part of the financial statements. Such information and the schedule of expenditures of federal awards is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated, in all material respects, in relation to the financial statements as a whole.

#### **Other Reporting Required by Government Auditing Standards**

In accordance with Government Auditing Standards, we have also issued our report dated February 10, 2021, on our consideration of Fresno Area Workforce Investment Corporation's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with Government Auditing Standards in considering Fresno Area Workforce Investment Corporation's internal control over financial reporting and compliance.

*More Kinder & Company LLP*

Fresno, California  
February 10, 2021

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**STATEMENTS OF FINANCIAL POSITION**

**JUNE 30, 2020 AND 2019**

	<b>2020</b>	<b>2019</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash	\$ 221,251	\$ 264,321
Grants receivable	1,691,942	1,685,931
Other receivables	46,912	21,933
Prepaid expenses	<u>102,682</u>	<u>139,044</u>
<b>TOTAL CURRENT ASSETS</b>	2,062,787	2,111,229
<b>DEPOSITS</b>	<u>9,064</u>	<u>9,064</u>
<b>TOTAL ASSETS</b>	<u><b>2,071,851</b></u>	<u><b>2,120,293</b></u>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	1,584,408	1,659,487
Accrued vacation	<u>186,456</u>	<u>159,638</u>
<b>TOTAL CURRENT LIABILITIES</b>	1,770,864	1,819,125
<b>COMMITMENTS AND CONTINGENCIES (Note 4)</b>	0	0
<b>NET ASSETS</b>		
Without donor restrictions	<u>300,987</u>	<u>301,168</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u><b>\$ 2,071,851</b></u>	<u><b>\$ 2,120,293</b></u>

See Accompanying Notes to Financial Statements

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**STATEMENTS OF ACTIVITIES**

**YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2020</b>	<b>2019</b>
<b>REVENUE AND OTHER SUPPORT WITHOUT DONOR RESTRICTIONS</b>		
Federal revenue:		
Grant income	\$ 16,625,962	\$ 14,558,944
Program income	<u>369,571</u>	<u>136,604</u>
<b>Total federal revenue</b>	<b>16,995,533</b>	<b>14,695,548</b>
Other revenue:		
Grant income - State and City	<u>210,451</u>	<u>277,948</u>
<b>TOTAL REVENUE AND OTHER SUPPORT         WITHOUT DONOR RESTRICTIONS</b>	<b><u>17,205,984</u></b>	<b><u>14,973,496</u></b>
<b>EXPENSES</b>		
Program Services:		
Workforce Investment Act (WIOA) Title I programs:		
Adult Funds	6,132,223	5,125,893
Youth Formula	6,830,716	5,697,205
Dislocated Worker Funds	3,435,279	2,955,434
Rapid Response Funds	319,122	420,313
Collaborative for Effective Services English Language	0	117,775
COVID-19 Employment Recovery	49	0
ETPL Project Merced	31,785	78,215
WAF 6.0 and 7.0	84,648	199,233
Slingshot	134,757	81,214
CalJobs VOS Enhancement Touch Screen	0	5,309
COVID-19 Impacted Individuals	26,954	0
EPA-Brownfields	0	14,957
Prison to Employment	112	0
P2E Merced	12,915	0
Regional Planning Merced	4,381	0
STEPS Foundation	147,651	23,148
Proposition 39 Pre-Apprenticeship	0	250,829
Administrative Services	<u>45,573</u>	<u>1,406</u>
<b>TOTAL EXPENSES</b>	<b><u>17,206,165</u></b>	<b><u>14,970,931</u></b>
<b>INCREASE (DECREASE) IN NET ASSETS WITHOUT DONOR RESTRICTIONS</b>	<b>(181)</b>	<b>2,565</b>
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS, beginning of year</b>	<b><u>301,168</u></b>	<b><u>298,603</u></b>
<b>NET ASSETS WITHOUT DONOR RESTRICTIONS, end of year</b>	<b><u>\$ 300,987</u></b>	<b><u>\$ 301,168</u></b>

See Accompanying Notes to Financial Statements

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**COMBINING STATEMENT OF ACTIVITIES**

**YEAR ENDED JUNE 30, 2020**

	<b>WIOA Title I Adult Funds</b>	<b>WIOA Title I Youth Formula</b>	<b>WIOA Title I DW Funds</b>	<b>WIOA Title I Rapid Response</b>	<b>COVID-19 Employment Recovery</b>	<b>Title 1 Slingshot</b>	<b>ETPL Project Merced</b>
Advertising	\$ 89,771	\$ 149,170	\$ 53,842	\$ 7,553	\$ 0	\$ 0	\$ 0
Communications	36,789	54,232	21,656	3,870	0	0	0
Insurance	15,817	23,315	9,311	252	0	0	0
Maintenance	68,648	101,233	40,411	1,967	0	0	0
Memberships	11,495	16,945	6,767	0	0	0	0
Miscellaneous	26,699	30,159	13,344	1,026	0	0	0
Office expenses	17,087	26,126	10,059	8,878	49	257	0
Professional services	82,246	121,226	48,366	15,257	0	0	20,785
Property purchases	29,861	72,044	18,355	12,822	0	0	0
Rent and leases	275,561	406,210	162,214	19,056	0	0	0
Salaries and benefits	815,580	1,224,706	480,106	238,698	0	16,293	11,000
Service providers	4,598,564	4,510,209	2,530,480	1,964	0	116,968	0
Staff development	18,679	28,149	13,628	4,615	0	0	0
Travel	5,445	8,056	3,205	1,622	0	1,238	0
Utilities	39,980	58,935	23,535	1,545	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$ 6,132,223</b>	<b>\$ 6,830,716</b>	<b>\$ 3,435,279</b>	<b>\$ 319,122</b>	<b>\$ 49</b>	<b>\$ 134,757</b>	<b>\$ 31,785</b>

FRESNO AREA WORKFORCE INVESTMENT CORPORATION

COMBINING STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2020

	COVID-19 Impacted Individuals	WAF 6.0 & 7.0	STEPS Foundation	Prison to Employment	P2E Merced	Regional Planning Merced	Administrative Services	Total
Advertising	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 300,336
Communications	0	0	0	0	0	0	0	116,547
Insurance	0	0	0	0	0	0	0	48,695
Maintenance	0	0	0	0	0	0	151	212,410
Memberships	0	0	0	0	0	0	0	35,207
Miscellaneous	0	60	0	0	0	0	130	71,418
Office expenses	162	0	4	0	0	0	0	62,622
Professional services	12,500	0	0	0	0	0	1,475	301,855
Property purchases	2,792	0	0	0	0	0	0	135,874
Rent and leases	0	0	0	0	0	0	0	863,041
Salaries and benefits	0	15,218	58,275	0	12,908	4,189	3,870	2,880,843
Service providers	11,500	68,729	86,534	0	0	0	39,941	11,964,889
Staff development	0	532	1,190	0	0	0	0	66,793
Travel	0	110	1,647	112	7	192	6	21,640
Utilities	0	0	0	0	0	0	0	123,995
<b>TOTAL EXPENSES</b>	<b>\$ 26,954</b>	<b>\$ 84,648</b>	<b>\$ 147,651</b>	<b>\$ 112</b>	<b>\$ 12,915</b>	<b>\$ 4,381</b>	<b>\$ 45,573</b>	<b>\$ 17,206,165</b>

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**COMBINING STATEMENT OF ACTIVITIES**

**YEAR ENDED JUNE 30, 2019**

	<b>WIOA Title I Adult Funds</b>	<b>WIOA Title I Youth Formula</b>	<b>WIOA Title I DW Funds</b>	<b>WIOA Title I Rapid Response</b>	<b>Collaborative for Effective Services English Language</b>	<b>Title 1 Slingshot</b>	<b>ETPL Project Merced</b>
Advertising	\$ 48,174	\$ 66,179	\$ 27,986	\$ 12,615	\$ 0	\$ 0	\$ 0
Communications	29,100	38,631	16,794	9,227	0	0	0
Insurance	16,563	21,985	9,559	487	0	0	0
Maintenance	72,897	95,500	42,014	4,100	0	0	0
Memberships	11,876	15,763	6,854	0	0	0	0
Miscellaneous	27,785	37,098	15,316	1,686	0	0	0
Office expenses	12,947	17,195	7,473	1,517	13	0	0
Professional services	58,008	75,374	32,708	383	0	0	78,215
Property purchases	56,013	114,539	32,283	7,563	0	0	0
Rent and leases	259,582	344,551	149,808	97,013	0	0	0
Salaries and benefits	802,157	1,064,727	462,935	185,897	45,313	48,761	0
Service providers	3,666,007	3,716,574	2,114,317	80,255	63,218	31,105	0
Staff development	19,937	29,553	11,506	5,472	8,558	778	0
Travel	6,323	8,402	3,649	1,066	673	570	0
Utilities	38,524	51,134	22,232	13,032	0	0	0
<b>TOTAL EXPENSES</b>	<b>\$ 5,125,893</b>	<b>\$ 5,697,205</b>	<b>\$ 2,955,434</b>	<b>\$ 420,313</b>	<b>\$ 117,775</b>	<b>\$ 81,214</b>	<b>\$ 78,215</b>

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**COMBINING STATEMENT OF ACTIVITIES**

**YEAR ENDED JUNE 30, 2019**

	CalJobs VOS	WAF 6.0 & 7.0	STEPS Foundation	Prop 39 Pre- Apprenticeship	EPA Brownfields	Administrative Services	Total
Advertising	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 154,954
Communications	0	183	0	0	0	0	93,935
Insurance	0	0	0	0	0	0	48,594
Maintenance	0	0	0	0	0	259	214,770
Memberships	0	0	0	0	0	0	34,493
Miscellaneous	0	0	0	0	0	787	82,672
Office expenses	188	0	330	0	0	0	39,663
Professional services	0	0	0	0	0	0	244,688
Property purchases	5,121	0	0	0	0	0	215,519
Rent and leases	0	0	0	0	0	0	850,954
Salaries and benefits	0	26,801	11,475	22,698	1,605	0	2,672,369
Service providers	0	171,042	11,250	227,639	13,352	360	10,095,119
Staff development	0	1,202	0	268	0	0	77,274
Travel	0	5	93	224	0	0	21,005
Utilities	0	0	0	0	0	0	124,922
<b>TOTAL EXPENSES</b>	<b>\$ 5,309</b>	<b>\$ 199,233</b>	<b>\$ 23,148</b>	<b>\$ 250,829</b>	<b>\$ 14,957</b>	<b>\$ 1,406</b>	<b>\$ 14,970,931</b>

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**STATEMENTS OF CASH FLOWS**

**YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2020</b>	<b>2019</b>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Increase (decrease) in net assets	\$ (181)	\$ 2,565
Adjustments to reconcile increase (decrease) in net assets to net cash provided from (used by) operating activities		
Changes in:		
Grants receivable	(6,011)	(328,371)
Other receivables	(24,979)	(3,085)
Prepaid expenses	36,362	(7,846)
Accounts payable and accrued expenses	(75,079)	368,291
Accrued vacation	<u>26,818</u>	<u>5,943</u>
<b>NET CASH PROVIDED FROM (USED BY) OPERATING ACTIVITIES</b>	(43,070)	37,497
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	0	0
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	<u>0</u>	<u>0</u>
<b>NET INCREASE (DECREASE) IN CASH</b>	(43,070)	37,497
<b>CASH, beginning of year</b>	<u>264,321</u>	<u>226,824</u>
<b>CASH, end of year</b>	<u><b>\$ 221,251</b></u>	<u><b>\$ 264,321</b></u>

See Accompanying Notes to Financial Statements



## FRESNO AREA WORKFORCE INVESTMENT CORPORATION

### NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2020 AND 2019

#### NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Fresno Area Workforce Investment Corporation (FAWIC), a California nonprofit corporation, is an administrator of federal pass-through funds for various governmental programs. The organization, in turn, contracts with various service providers to provide training and services to eligible program participants in the Fresno City and County Service Delivery Area. Programs administered by the organization include the Workforce Investment and Opportunity Act (WIOA) and other employment-related training programs.

The following is a summary of the significant accounting policies of the organization:

**Method of accounting** – The financial statements are prepared using the accrual basis of accounting, in which support and revenue are recognized when earned or due and expenses are recognized when incurred.

**Basis of presentation** – The organization is required to report information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions.

**Grants and other receivables** – Grants and other receivables are stated at the amounts management expects to collect from outstanding balances. At June 30, 2020 and 2019, the organization considers all amounts to be fully collectible; therefore, no allowance for doubtful accounts is reflected.

**Capitalization of assets** – Assets purchased with grant funds are not depreciated but expensed when purchased, as required by the funding agencies.

**Accrued vacation** – The organization has accrued a liability for vacation pay which has been earned but not taken by employees. Accrued vacation at June 30, 2020 and 2019 totaled \$186,456 and \$159,638, respectively.

**Income taxes** – FAWIC is a nonprofit organization under Section 501(c)(3) of the Internal Revenue Code and Section 23701(d) of the California Franchise Tax Code. Thus, no provision for income taxes is included in the accompanying financial statements.

Tax returns are filed in U.S. federal and state of California jurisdictions. Tax returns remain subject to examination by the U.S. federal jurisdiction for three years after the return is filed and for four years by the California jurisdiction. There are currently no tax years under examination. Interest and penalties on tax assessments are classified as an expense when incurred. For the years ended June 30, 2020 and 2019, interest and penalties totaled \$0.

**Accounting estimates** – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2020 AND 2019**

**NOTE 1: ORGANIZATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**  
(Continued)

**Expense allocations** – The costs of providing various programs have been summarized on a functional basis in the statements of activities. Expenses are charged to programs and supporting services on the basis of program costs. Administrative costs include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the organization. Accordingly, administrative costs have been allocated among the programs and supporting services benefited.

**Advertising costs** – Advertising costs are expensed as incurred and totaled \$300,336 and \$154,954 for the years ended June 30, 2020 and 2019, respectively.

**NOTE 2: AVAILABILITY AND LIQUIDITY**

**Quantitative** - Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the date of the statements of financial position, comprise the following:

	2020	2019
Cash	\$ 221,251	\$ 264,321
Accounts receivable	1,691,942	1,685,931
Other receivables	46,912	21,933
Prepaid expenses	<u>102,682</u>	<u>139,044</u>
Total Financial Assets	<u><u>\$ 2,062,787</u></u>	<u><u>\$ 2,111,229</u></u>

**Qualitative** – The organization maintains financial assets, consisting of cash on hand, accounts receivable and prepaid expenses to meet its normal operating expenses based on its annual budget. Operating expenses are compared to budgeted expenses on a monthly basis and financial assets on hand are adjusted as necessary. The organization's goal is to maintain enough financial assets to meet 30 days of operating expenses given the nature of the reimbursement grants with which it operates.

**NOTE 3: RETIREMENT PLAN**

The organization participates in a single-employer 403(b), Tax Sheltered Savings Plan with Capital Bank and Trust. Monthly contributions by the organization are 7% of gross salaries with all contributions being 100% vested.

Amounts charged to salaries and benefits expense and contributed to the plan for the years ended June 30, 2020 and 2019 were \$138,462 and \$130,744, respectively.

# FRESNO AREA WORKFORCE INVESTMENT CORPORATION

## NOTES TO FINANCIAL STATEMENTS

JUNE 30, 2020 AND 2019

### NOTE 4: COMMITMENTS AND CONTINGENCIES

#### Grants

Revenue received under grant agreements is subject to audit and retroactive adjustment by third-party payers. There are no pending audits or proposed adjustments, and no provision for estimated retroactive adjustments has been provided.

#### Operating Leases

The organization leases various equipment, warehouse and office space under noncancellable operating leases that end at various dates through November 2025. Future minimum lease payments are as follows:

Year Ending June 30,	
2021	\$ 854,085
2022	349,524
2023	253,568
2024	259,277
2025	270,358
2026	<u>108,810</u>
Total	<u>\$ 2,095,622</u>

The reduction in minimum lease payments for the year ending June 30, 2022 is due to the expiration of an office space lease in August 2021. Lease expense totaled \$863,041 and \$850,954 for the years ended June 30, 2020 and 2019, respectively.

### NOTE 5: CONCENTRATIONS

#### Credit Risk

The organization maintains its cash accounts with one bank located in Fresno, California. The Federal Deposit Insurance Corporation (FDIC) insures total cash balances up to \$250,000 per bank. At June 30, 2020, and 2019, the organization's uninsured cash balances totaled \$231,685 and \$221,185, respectively.

#### Grant Revenue

During the years ended June 30, 2020 and 2019, approximately 99% and 98%, respectively, of the organization's support was from the U.S. Department of Labor under various Workforce Innovation and Opportunity Act grants.

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2020 AND 2019**

**NOTE 6: FUNCTIONAL CLASSIFICATION OF EXPENSES**

Expenses by function for the year ended June 30, 2020 are as follow:

	<b>Program</b>	<b>Administration</b>	<b>Fundraising</b>	<b>Totals</b>
Advertising	\$ 297,873	\$ 2,463	\$ 0	\$ 300,336
Communications	116,519	28	0	116,547
Insurance	26,282	22,413	0	48,695
Maintenance	194,503	17,907	0	212,410
Memberships	35,046	161	0	35,207
Miscellaneous	70,509	909	0	71,418
Office expenses	61,208	1,414	0	62,622
Professional services	198,310	103,545	0	301,855
Property purchases	135,511	363	0	135,874
Rent and leases	863,041	0	0	863,041
Salaries and benefits	1,915,340	901,485	64,018	2,880,843
Service providers	11,684,539	280,350	0	11,964,889
Staff development	63,564	3,229	0	66,793
Travel	16,308	5,332	0	21,640
Utilities	123,995	0	0	123,995
<b>TOTAL EXPENSES</b>	<b>\$ 15,802,548</b>	<b>\$ 1,339,599</b>	<b>\$ 64,018</b>	<b>\$ 17,206,165</b>

Expenses by function for the year ended June 30, 2019 are as follow:

	<b>Program</b>	<b>Administration</b>	<b>Fundraising</b>	<b>Totals</b>
Advertising	\$ 149,209	\$ 5,745	\$ 0	\$ 154,954
Communications	93,903	32	0	93,935
Insurance	26,181	22,413	0	48,594
Maintenance	196,628	18,142	0	214,770
Memberships	34,306	187	0	34,493
Miscellaneous	81,150	1,522	0	82,672
Office expenses	38,983	680	0	39,663
Professional services	197,451	47,237	0	244,688
Property purchases	214,902	617	0	215,519
Rent and leases	850,954	0	0	850,954
Salaries and benefits	1,761,486	879,023	31,860	2,672,369
Service providers	9,731,293	363,826	0	10,095,119
Staff development	65,473	11,801	0	77,274
Travel	16,282	4,723	0	21,005
Utilities	124,922	0	0	124,922
<b>TOTAL EXPENSES</b>	<b>\$ 13,583,123</b>	<b>\$ 1,355,948</b>	<b>\$ 31,860</b>	<b>\$ 14,970,931</b>

# **FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

## **NOTES TO FINANCIAL STATEMENTS**

**JUNE 30, 2020 AND 2019**

**NOTE 6: FUNCTIONAL CLASSIFICATION OF EXPENSES (Continued)**

The accompanying statements of activities report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses require allocation on a reasonable and systematic basis that is consistently applied by management in the preparation of its annual financial statements. The expenses that are allocated include costs for salaries and benefits, which are allocated on the basis of time sheets supporting actual time and effort. Other operational expenses including advertising, communications, insurance, maintenance, memberships, miscellaneous, office expenses, professional services, property purchases, rent and leases, service providers, staff development, travel and utilities are allocated on the basis of time and effort and actual costs as reported by service providers.

**NOTE 7: RISKS AND UNCERTAINTIES**

The organization's operations may be affected by the recent and ongoing outbreak of the coronavirus disease 2019 (COVID-19) which was declared a pandemic by the World Health organization in March 2020. The ultimate disruption which may be caused by the outbreak is uncertain; however, it may result in a material adverse impact on the organization's financial position, operations and cash flows. Possible effects may include, but are not limited to, disruption to the organization's granting agencies and revenue. At this time there is no financial impact to estimate.

**NOTE 8: SUBSEQUENT EVENTS**

Management has evaluated subsequent events through February 10, 2021 (date financial statements available to be issued) and determined no events have occurred subsequent to June 30, 2020 that would require adjustment to, or disclosure in the financial statements.

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2020**

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Contract Number</u>	<u>Federal Expenditures</u>	<u>Amount to Subrecipients</u>
<u>U.S. Department of Labor</u>				
<i>Passed through from the State of California Employment Development Department</i>				
Title I Covid-19 Employment Recovery NDWG	17.277	AA011005	\$ 49	0
Subtotal - WIOA Title I National Emergency			49	0
Workforce Innovation and Opportunity Act (WIOA)				
Title I Adult Formula Rd 2	17.258	K9110006	2,082,339	2,037,905
Title I Adult Formula -transfer DW Rd 2	17.258	K9110006	1,887,000	1,536,874
Title I Adult Formula Rd 1	17.258	AA011005	1,163,802	70,292
Title I Adult Formula Rd 2	17.258	AA011005	999,082	953,493
Title I WAF 6.0 Ex Offender	17.258	K8106174	2,369	2,369
Title I WAF 7.0 Accelerator Fund Adult Rd 2	17.258	K9110006	16,143	16,143
Title I WAF 7.0 Accelerator Fund Adult Rd 1	17.258	K9110006	66,136	36,302
Title I Slingshot-Construction Pre-Apprenticeship Pipeline	17.258	K8106174	134,757	116,969
Subtotal - WIOA Title I Adult Programs			6,351,628	4,770,347
Title I Youth Formula Rd 1	17.259	K9110006	1,382,643	404,206
Title I Youth Formula	17.259	K9110006	16,900	0
Title I Youth Formula Rd 1	17.259	AA011005	5,413,040	4,106,003
Title I Youth Formula	17.259	AA011005	18,133	0
Subtotal - WIOA Title I Youth Programs			6,830,716	4,510,209
Title I Dislocated Worker Rd 1	17.278	K9110006	934,699	932,268
Title I Dislocated Worker Adult Rd 1	17.278	AA011005	897,818	138,932
Title I Dislocated Worker Adult Rd 2	17.278	AA011005	1,602,762	1,459,280
Subtotal - WIOA Title I Dislocated Worker Programs			3,435,279	2,530,480

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION  
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2020**

<u>Federal Grantor/Pass-Through Grantor/Program Title</u>	<u>Federal CFDA Number</u>	<u>Contract Number</u>	<u>Federal Expenditures</u>	<u>Amount to Subrecipients</u>
<i>U.S. Department of Labor</i>				
<i>Passed through from the State of California Employment Development Department (continued)</i>				
<i>Workforce Innovation and Opportunity Act (WIOA) (continued)</i>				
Title I Rapid Response Layoff Aversion	17.278	AA011005	\$ 11,198	\$ 1,964
Title I Rapid Response Layoff Aversion Rd 2	17.278	AA011005	53,131	0
Title I Rapid Response Rd 1	17.278	AA011005	44,353	0
Title I Rapid Response Rd 2	17.278	AA011005	210,440	0
Title I Covid-19 Impacted Individuals Grant	17.278	AA011005	26,954	11,500
Subtotal - WIOA Title I Rapid Response Programs			<u>346,076</u>	<u>13,464</u>
<i>Passed Through from Merced County</i>				
Regional Career Ladders/ETPL Projects	17.258	2019035	<u>31,785</u>	<u>0</u>
Total WIOA Cluster			<u>16,995,484</u>	<u>11,824,500</u>
Total Expenditures of Federal Awards			<u>\$ 16,995,533</u>	<u>\$ 11,824,500</u>

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION  
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS  
YEAR ENDED JUNE 30, 2020**

**NOTE 1: BASIS OF PRESENTATION**

The accompanying schedule of expenditures of federal awards (the "Schedule") includes the federal award activity of Fresno Area Workforce Investment Corporation under programs of the federal government for the year ended June 30, 2020. The information in this schedule is presented in accordance with the requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of Fresno Area Workforce Investment Corporation, it is not intended to and does not present the financial position, changes in net assets or cash flows of Fresno Area Workforce Investment Corporation.

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Expenditures reported on the Schedule are reported on the accrual basis of accounting. Such expenditures are recognized following the cost principles contained in Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards wherein certain types of expenditures are not allowable or are limited as to reimbursement.

Fresno Area Workforce Investment Corporation has not elected to use the 10 percent de minimis indirect cost rate as allowed under the Uniform Guidance.

**NOTE 3: CLUSTERS**

The WIOA Cluster includes the following CFDA numbers:

17.258  
17.259  
17.278

Federal expenditures for the WIOA Cluster totaled \$16,995,484.



**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**COMPARISON OF EXPENSES**

**YEARS ENDED JUNE 30, 2020 AND 2019**

	<b>2020</b>		<b>2019</b>	
	<b>Amount</b>	<b>% of Total</b>	<b>Amount</b>	<b>% of Total</b>
Advertising	\$ 300,336	1.75%	\$ 154,954	1.04%
Communications	116,547	0.68%	93,935	0.63%
Insurance	48,695	0.28%	48,594	0.32%
Maintenance	212,410	1.23%	214,770	1.43%
Memberships	35,207	0.20%	34,493	0.23%
Miscellaneous	71,418	0.42%	82,672	0.55%
Office expenses	62,622	0.36%	39,663	0.26%
Professional services	301,855	1.75%	244,688	1.63%
Property purchases	135,874	0.79%	215,519	1.44%
Rent and leases	863,041	5.02%	850,954	5.68%
Salaries and benefits	2,880,843	16.74%	2,672,369	17.85%
Service providers	11,964,889	69.54%	10,095,119	67.43%
Staff development	66,793	0.39%	77,274	0.52%
Travel	21,640	0.13%	21,005	0.14%
Utilities	123,995	0.72%	124,922	0.83%
<b>Total</b>	<b>\$ 17,206,165</b>	<b>100.00%</b>	<b>\$ 14,970,931</b>	<b>100.00%</b>



## Moore Grider & Company LLP

Certified Public Accountants

### INDEPENDENT AUDITORS' REPORT ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS

*A Partnership Including  
Accountancy Corporations*

Richard L. Holland, C.P.A.

Thomas L. Bell, C.P.A.  
Accountancy Corporation

Denise S. Hurst, C.P.A.

Kenneth J. Labendeira, C.P.A., C.F.E.  
Accountancy Corporation

Pamela J. Gallemore, C.P.A.  
Accountancy Corporation

Karl L. Noyes, C.P.A.  
Accountancy Corporation

Cory J. Bell, C.P.A.

Aaron C. Studt, C.P.A.

Kendall K. Wheeler, C.P.A.

Tom Collins, C.P.A.  
Accountancy Corporation

Carrie M. Wiebe, C.P.A., C.F.E.  
Accountancy Corporation

Ginger A. Lozano, C.P.A.

Abel M. Cabello, E.A.

Kelli D. Steele, C.P.A.

Julie B. Fillmore, C.P.A.

Oscar Espinoza, C.P.A.

Lisa Brown, C.P.A., C.F.E.

Stalin Hernandez, C.P.A.

Michiko Rosenthal, C.P.A.

Shaina M. Miracle, C.P.A.

Kara J. Nickel, C.P.A.

Kirsten Years, C.P.A.

L. Jerome Moore, C.P.A.  
1923-2016

Robert E. Grider, C.P.A.  
Retired

Board of Directors  
Fresno Area Workforce Investment Corporation  
Fresno, California

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States, the financial statements of Fresno Area Workforce Investment Corporation, which comprise the statement of financial position as of June 30, 2020, and the related statements of activities, combining statements of activities and cash flows for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated February 10, 2021.

#### Internal Control over Financial Reporting

In planning and performing our audit of the financial statements, we considered Fresno Area Workforce Investment Corporation's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Fresno Area Workforce Investment Corporation's internal control. Accordingly, we do not express an opinion on the effectiveness of Fresno Area Workforce Investment Corporation's internal control.

*A deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent or detect and correct misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

### **Compliance and Other Matters**

As part of obtaining reasonable assurance about whether Fresno Area Workforce Investment Corporation's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statements. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under Government Auditing Standards.

### **Purpose of this Report**

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the organization's internal control or on compliance. This report is an integral part of an audit performed in accordance with Government Auditing Standards in considering the organization's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

*Moore Kridler & Company LLP*

Fresno, California  
February 10, 2021





## Moore Grider & Company LLP

Certified Public Accountants

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Accountancy Corporations*

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1923-2016

Robert E. Grider, C.P.A.  
Retired

### INDEPENDENT AUDITORS' REPORT ON COMPLIANCE FOR EACH MAJOR PROGRAM AND ON INTERNAL CONTROL OVER COMPLIANCE REQUIRED BY THE UNIFORM GUIDANCE

Board of Directors  
Fresno Area Workforce Investment Corporation  
Fresno, California

#### Report on Compliance for Each Major Federal Program

We have audited Fresno Area Workforce Investment Corporation's compliance with the types of compliance requirements described in the OMB Compliance Supplement that could have a direct and material effect on each of Fresno Area Workforce Investment Corporation's major federal programs for the year ended June 30, 2020. Fresno Area Workforce Investment Corporation's major federal programs are identified in the summary of auditors' results section of the accompanying schedule of findings and questioned costs.

#### Management's Responsibility

Management is responsible for compliance with the requirements of federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

#### Auditors' Responsibility

Our responsibility is to express an opinion on compliance for each of Fresno Area Workforce Investment Corporation's major federal programs based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in Government Auditing Standards, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. Code of Federal Regulations Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about Fresno Area Workforce Investment Corporation's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for each major federal program. However, our audit does not provide a legal determination of Fresno Area Workforce Investment Corporation's compliance.

### **Opinion on Each Major Federal Program**

In our opinion, Fresno Area Workforce Investment Corporation complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on each of its major federal programs for the year ended June 30, 2020.

### **Report on Internal Control Over Compliance**

Management of Fresno Area Workforce Investment Corporation is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered Fresno Area Workforce Investment Corporation's internal control over compliance with the types of requirements that could have a direct and material effect on each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of Fresno Area Workforce Investment Corporation's internal control over compliance.

*A deficiency in internal control over compliance* exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. A *material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. A *significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.

*Moore Krieger & Company LLP*

Fresno, California  
February 10, 2021

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**SCHEDULE OF FINDINGS AND QUESTIONED COSTS**

**YEAR ENDED JUNE 30, 2020**

**SECTION I - SUMMARY OF AUDITORS' RESULTS**

**Financial Statements**

- |   |                    |
|---|--------------------|
| ▪ Type of auditors' report issued:                          | Unmodified opinion |
| ▪ Internal control over financial reporting:                |                    |
| Material weakness identified:                               | No                 |
| Significant deficiencies identified:                        | None reported      |
| ▪ Noncompliance material to the financial statements noted: | No                 |

**Federal Awards**

- |  |                    |
|--|--------------------|
| ▪ Internal control over major programs:  |                    |
| Material weakness identified:  | No                 |
| Significant deficiencies identified:   | None reported      |
| ▪ Type of auditors' report issued on compliance for major programs:  | Unmodified opinion |
| ▪ Any audit findings disclosed that are required to be reported in accordance with 2 CFR section 200.516(a): | No                 |
| ▪ Major programs:  |                    |

CFDA Number	Name of Federal Program or Cluster
17.258	WIOA Title I Adult Formula
17.259	WIOA Title I Youth Formula
17.278	WIOA Title I Dislocated Worker
17.278	WIOA Title I Rapid Response

- |   |            |
|---|------------|
| ▪ Dollar threshold used to distinguish Type A and B programs:                   | \$ 750,000 |
| ▪ Fresno Area Workforce Investment Corporation qualified as a low-risk auditee: | Yes        |

**SECTION II – FINANCIAL STATEMENT FINDINGS**

None

**SECTION III – MAJOR FEDERAL AWARD FINDINGS AND QUESTIONED COSTS**

None

**FRESNO AREA WORKFORCE INVESTMENT CORPORATION**

**SUMMARY SCHEDULE OF PRIOR AUDIT FINDINGS**

**YEAR ENDED JUNE 30, 2020**

<b>Section II – Financial Statement Findings</b>	None
<b>Section III – Federal Award Findings and Questioned Costs</b>	None



# Consent Items Submitted by the Adult Council

## **MISSION:**

To procure, oversee, evaluate, and continuously improve a One-Stop system that provides employers with qualified job seekers and a means by which job seekers are able to achieve self-sufficiency.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A1
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Adult Council  
**SUBJECT:** Workforce Innovation and Opportunity Act Regional and Local Plan

## **RECOMMENDATION:**

Approve the Workforce Innovation and Opportunity Act (WIOA) Regional and Local Plan.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

WIOA Sections 106 and 108 and California UI Code Sections 14221-14222 require that local boards submit a comprehensive four (4) year regional and local plan (Plan) to the state board.

The State Board's Strategic Workforce Development Plan for California has a broad vision and outlines ambitious goals for how the public workforce system can work with its partners to shape and support economic prosperity across the state and its regions. Under WIOA, the state has established 14 Regional Planning Units (RPUs) within the State of California that align workforce development activities and resources within the context of a larger regional economy and to develop and deploy available resources to provide coordinated and efficient services to job seekers and employers. Each RPU is required to develop a regional strategic plan. The Fresno Regional Workforce Development Board (FRWDB) is one (1) of eight (8) Workforce Development Boards in the designated San Joaquin Valley and Associated Counties RPU. The other local boards include Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare.

On January 29, 2021, the state released the Regional and Local Planning Guidance for 2021-2024 (WSD20-05), which provides guidance for the preparation and submission of both the local and regional workforce plans required by WIOA.

The Directive mandates that each local board release the draft Plan for a 30-day public comment period and hold public meetings for stakeholders to ensure opportunities to participate in, and provide feedback on, the local and regional plans as part of the initial development of the Plan. The stakeholder meetings were held during December 2020, and January and February 2021. The draft plan was released for a 30-day public comment period on March 17, 2021, with comments due by April 15, 2021. There were no comments in disagreement with the draft plans received during the public comment period, and there were no comments received that resulted in changes to the initial draft Plans.

As outlined in the directive, the final Plans were required to be submitted to the state board no later than April 30, 2021. The directive allowed for the final Plans to be submitted pending approval and final signatures. Due to the timing of the meeting schedules for the FRWDB, and the Chief Local Elected Officials (CLEOs); the Fresno City Council and Fresno County Board of Supervisors, the final Plans were submitted to the state by the required deadline, pending final signatures.

Upon approval of this item, the final Plans will be submitted to FRWDB, and the CLEOs in June for approval and signatures. The final Plans with all required signatures will be submitted to the state by June 30, 2021..

**ATTACHMENTS:**

ATTACHMENT I: Fresno Regional Workforce Development Board Workforce Innovation and Opportunity Act 2021-2024 Local Plan

ATTACHMENT II: San Joaquin Valley and Associated Counties Regional Plan 2021-2024

# Fresno Regional Workforce Development Board

## Local Plan Program Years 2021 – 2024



Contact:	Blake Konczal, Executive Director
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<b>I.</b>	<b>INTRODUCTION</b>
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In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the Fresno Regional Workforce Development Board (FRWDB) has developed a four (4)-year Local Plan covering program years (PYs) 2021-2024. Upon approval by state officials representing the Governor, the plan will be effective from July 1, 2021, through June 30, 2025. This plan replaces the FRWDB's PY 2017-2020 Local Plan and its 2019 modification. While this plan carries forward some of the strategies that have made local services effective and programs successful, it expresses the intention of FRWDB to examine and embrace opportunities for improvement over the life of the plan.

FRWDB is a Joint Powers Authority between the City of Fresno and the County of Fresno and serves all communities with the county's boundaries. Pursuant to this partnership, a non-profit organization, the Fresno Area Workforce Investment Corporation (FAWIC) has been established and functions as the administrator for workforce programs within the local workforce development area. The local America's Job Centers of California (AJCCs) operate under the "Workforce Connection" Brand in Fresno County. Throughout this plan, for ease of review, the entity responsible for workforce program administration, oversight, and service delivery is generally referred as FRWDB.

***The Local Board's Vision for the PY 21-24 Local Plan***

The FRWDB has developed the following mission and vision statements to guide its work:

Mission: The Fresno Regional Workforce Development system is a Joint Powers Authority between the City and County of Fresno, in partnership with both the public and private sectors and exists, primarily, to assist local businesses in meeting their human capital needs. In this, we both (1) screen and train prospective new employees and (2) assist in upskilling existing employees. By offering such quality referral and training services, directly linked to local industry needs, we are of greatest benefit to our unemployed and underemployed clients.

Vision: To fully engage all available public and private resources to ensure that the Fresno Regional Workforce Development system is the premier source for the human capital needs of growth industry clusters within Fresno County. To integrate education and workforce preparation to assist the best companies in Fresno County to remain and thrive in our local community, achieving sustainable economic growth. To concurrently assist our unemployed and underemployed residents to achieve a higher quality of life by access to such careers in growth industry sectors.

During the planning process, members of the FRWDB participated in a discussions regarding the direction of the local workforce system over the next four (4) years. As a results of these discussions, the following priorities have been identified:

- Commit to a career pathways focus. This has, ostensibly, been a priority for the workforce system for nearly a decade. Still, on a practical level, the focus remains on jobs. The jobs focus can be blended into a larger strategy that identifies a career path for every job seeker.
- Expand our approach to service delivery to include considerations of an “emotional quotient” or fit between what matters to people and the jobs that they do. This is likely an undervalued component in the workforce system’s career planning process and a shift in this direction could yield better outcomes for local programs, particularly in terms of job retention and career progression.
- Ensure that every job seeker has the foundational skills to succeed in the world of work. These include strong communication, math, digital and “soft skills.” Critical thinking, problem solving and adaptability are key to every worker’s success on the job.
- Create and implement more programs that contextualize instruction of basic skills into vocational programs. This includes programs where English as a second language and basic education skills are embedded into job-specific skills training.
- Recognizing the many needs, preferences, barriers, and goals of individuals seeking assistance from local workforce development programs, expand partnerships to create greater access to a broad range of services and support for customers. Such partnerships may include, for example, relationships with mental health agencies, immigrant and refugee assistance programs, and K-12 education agencies.
- Focus on assisting workers to develop greater “career agility” by teaching skills (e.g., digital technology, process management, accounting) that cut across jobs and industries.

Section V of this plan summarizes these and other issues, strategies, approaches and key considerations that FRWDB and the system partners will examine over the course of this plan.

### ***Developing the WDB’s PY 2021-2024 Four-Year Plan***

Development of the Local Plan was the result of FRWDB’s significant engagement with organizations and individuals throughout Fresno County who guide, contribute to, and benefit from workforce system services. A series of community and stakeholders forums were held, as were several “agency-to-agency” discussions with local partners. These are summarized in Appendix 1 to this Plan. Developing the plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. FRWDB’s executive leadership led the planning process on behalf of the local board. Completing the plan took nearly approximately six (6) months, after which it was made available for public review and comment, prior to being forwarded to the California Workforce Development Board for review.



***Impact of COVID-19 on the PY 2021-2024 Plan***

Every aspect of developing the PY 2021-2024 FRWDB Local Plan was influenced by the onset on COVID-19, the ensuing public health crisis, and the myriad effects of the pandemic on businesses, schools, government operations, and the local workforce development delivery system. While the stakeholders met, discussions were held, priorities were identified, and a new four (4)-year plan was developed, the influence of the pandemic on the planning process is undeniable, as it shaped stakeholders' views about the economy, the workforce, training and, virtually every aspect of the workforce system.

While the content of this plan frequently references the pandemic, most descriptions of activities and services, are described in a “non-pandemic” context. FRWDB leaders recognize that effects of COVID-19 will likely shape our work over the next several years, particularly during the first half of the period covered by this plan. It is important to note that the FRWDB Local Plan is part of the PY 2021-2024 Regional Plan developed by the San Joaquin Valley and Associated Counties Regional Planning Unit. The Regional Plan directly addresses core issues pertaining to the role of local boards and local workforce systems in economic and workforce recovery.

## II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Workforce Innovation and Opportunity Act includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six (6) of these programs constitute the four (4) “core partners:” the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make-up the WIOA-mandated One-Stop partners. The FRWDB has entered into a Memorandum of Understanding (MOU) with the organizations managing each federal program at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the WIOA.

### Coordination with AJCC Partners and WIOA Memoranda of Understanding

Throughout the last 40 years, FRWDB has built strong and effective relationships with state and local agencies that represent the One-Stop partner programs. Over the next four (4) years, FRWDB looks forward to further enhancing coordination with each of the workforce system partners.

### Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the 19 federal One-Stop partner programs, with which the FRWDB has developed MOUs.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Fresno Regional Workforce Development Board
Title II Adult Education and Literacy	State Center Adult Education Consortium West Hills Adult Education Consortium
Title III Wagner-Peyser Unemployment Insurance (UI)	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	State Center Community College District West Hills Community College District
Title V Senior Community Service Employment Program (SCSEP)	Senior Service America, Inc. SER – Jobs For Progress
Job Corps	Career Systems Development Corporation
Native American Programs (WIOA Section 166)	California Indian Manpower, Inc.
Migrant and Seasonal Farmworkers (WIOA Section 167)	Proteus, Inc.
Jobs for Veterans State Grants	Employment Development Department (EDD)
Youth Build	Fresno Economic Opportunities Commission
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant	Fresno Economic Opportunities Commission

Housing and Urban Development E&T	Not applicable. Fresno Housing Authority does not? receive funds for an Employment and Training Program
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance Act Grantee	Not applicable. There is no Second Chance Act program in Fresno County.
Temporary Assistance for Needy Families (TANF)/CalWORKs	Fresno County Department of Social Services

### ***Memoranda of Understanding with System Partners***

Other general roles and responsibilities of each partner listed above are:

- Continuous partnership building between all parties as outlined in the MOU;
- Continuous partnership building and planning responsive to State requirements;
- Continuous partnership between State and local representatives engaged in WIOA activities and related workforce preparation and development;
- Responsiveness to specific local and economic conditions, including employer needs;
- Adherence to strategic planning principles adopted by the WIOA for long range planning, including the requirement for continuous improvement;
- Adherence to common data collection and reporting, including needs for modification or change;
- Diligence in developing coordinated local leadership in workforce development;
- Responsiveness to participant/customer needs;
- Maintenance of system infrastructure;
- Shared technology and information;
- Performance management to measure the success of the local One-Stop System overall and to enhance performance in a spirit of quality management and continuous improvement; and
- Identification of each partner's appropriate contribution to meeting the performance standards negotiated between the State of California and WDB.

The MOU also indicates that infrastructure costs shall be allocated as follows:

- EDD, DOR and DSS contribute financially to the infrastructure costs as outlined in the Resource Sharing Agreement, allocated by square footage and communication costs for each Partner.
- Communication Costs: Each partner shall be allocated the communication costs at the site based upon the percentage of the number of square feet at the site partner commits to use relative to the total space of the site.
- In addition, partners contribute through the provision of in-kind services, such as assisting with the AJCC's Self-Reliance Team, assisting individuals in the resource room, and providing receptionist staff.

### ***Coordination with AJCC Partner Programs***

The following information summarizes the ways in which FRWDB and the local workforce system collaborate with organizations managing the federally mandated One-Stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The three (3) formula-funded programs are administered by FRWDB. Services are delivered at one comprehensive and four (4) affiliate America's Job Centers of California (AJCCs).

WIOA Title II – Adult Education and Literacy: The State Center Adult Education Consortium, which serves Fresno and Madera counties and border communities in Kings and Tulare counties, and the West Hills Regional Consortium provide WIOA Title II adult education and literacy providers in the local areas. Referrals are regularly made between the Title I and Title II programs and many participants are co-enrolled. When the California Department of Education requests applications for Adult Education Title II Education and Literacy Activities, FRWDB staff reviews applications to determine how they complement the Local Workforce Development Plan.

WIOA Title III – Wagner-Peyser: Wagner-Peyser staff are co-located in the Workforce Connection AJCC Centers in Fresno and Mendota. AJCC staff attends EDD Reemployment and Eligibility Assessment orientations to provide information on available WIOA services. In addition, FRWDB and AJCC staff work with EDD to coordinate marketing and outreach to Unemployment Insurance claimants, ensuring full access to all available WIOA services. EDD and FRWDB also collaborate on Rapid Response orientations for laid off workers.

WIOA Title IV – Vocational Rehabilitation: WIOA Title IV staff is co-located at the Workforce Connection Centers. WIOA and DOR staff are cross-trained in the eligibility requirements for each partner's services in order to ensure appropriate referrals. Regular meetings are held to discuss and enhance the referral process and co-enrollments. DOR staff is available to provide technical assistance and training to AJCC and partner staff in the areas of disability awareness and the use of competitive integrated employment.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs across the nation. The purpose of the Act is to develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. The community colleges, which as the primary recipients of Perkins funding in Fresno County, regularly make referrals to and receive referrals from staff of the AJCCs.

Title V Older Americans Act: Senior Service America, Inc. and SER – Jobs for Progress both operate Senior Community Services Employment Programs (SCSEP) that serve Fresno County Residents. The program offers outreach, intake, and orientation services; provides information and referrals to supportive services available to eligible persons;

provides group presentations; provides Older Americans workshops; provides group counseling services; offers short-term pre-vocational services; enrolls eligible seniors who are 55+, low income, and have barriers to employment; and provides part-time, temporary on the job training through community service assignments at local nonprofits and government agencies to enrolled participants.

Job Corps: Program representatives conduct eligibility determination for Job Corps services. Their principal activity at the AJCC is to promote the Job Corps program to potential applicants who are youth and young adults ages 18 to 24. Job Corps staff may also participate in the AJCC's Self Reliance Team panels.

Native American Programs (WIOA Section 166): The FRWDB works closely with the local office of California Indian Manpower Consortium (CIMC), a One-Stop system partner. WIOA program staff collaborates with CIMC staff to provide referrals and co-enrollment opportunities to provide Indian and Native American job seekers access to all WIOA and partner services in available through FRWDB's local network of AJCCs.

Migrant Seasonal Farmworker Program (WIOA Section 167): The FRWDB works closely with Proteus, Inc., who administers and operates the Migrant Seasonal Farmworker (MSFW) program in Fresno County to ensure MSFW programs services are available for eligible agricultural participants. MSFW staff is currently co-located in one (1) of the affiliate sites and the WIOA program staff works with MSFW staff to provide referrals and co-enrollment opportunities.

Veterans Services: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are stationed at the comprehensive center to assist veterans seeking employment.

Youth Build: In Fresno County, YouthBuild is embedded within the Fresno Economic Opportunities Commission (EOC's) Conservation Corps Program. Corps members are required to enroll and progress in an academic program concurrent to their full or part-time enrollment in the Conservation Corps' paid skill-building vocational training programs. Corps members lacking a high school diploma enroll in the on-site YouthBuild Charter High School of California.

Trade Adjustment Assistance Act: Trade Adjustment Assistance Act (TAA) is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and other reemployment services. Coordination with TAA generally includes co-enrollment into WIOA, which provides multiple benefits, including TAA funds being used to cover all training costs.

Community Services Block Grant: The Fresno EOC supports AJCC staff with referrals, depending on eligibility requirements, to any Community Services Block Grant services and any other service available through Fresno EOC, such as Women, Infants and Children (WIC) and Low-Income Home Energy Assistance (LIHEAP).

Unemployment Compensation: The Unemployment Insurance program is generally represented in the AJCCs by EDD's Wagner-Peyser staff. FRWDB and AJCC staff work with EDD staff to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families/CalWORKs: DSS staff is co-located at the Fresno AJCC, a comprehensive center and the Reedley AJCC, which is an affiliate site. DSS staff support reception duties; provide assistance with job fairs and employer services events; participate in scholarship panels; function as liaisons between AJCC partners, DSS staff and participants; provide Welfare-to Work case management; and participate in the center's Self Reliance Team and Training Scholarship panels. DSS staff also provides CalWORKs Intake and CalFresh/Medi-Cal services at the Reedley AJCC.

#### **Partners' Efforts to Collaborate on Co-Enrollment and Case Management**

In every aspect of our operations, FRWDB attempts to identify and implement strategies to achieve efficiencies and to leverage resources on behalf of the participants we serve. Co-enrollment of job seekers into programs beyond WIOA has long-been part of this approach. While we recognize that more work needs to be done to structure and strengthen our approaches to co-enrollment, we are prepared to work closely with workforce system partners to build upon existing approaches.

#### ***Current Efforts that Foster Co-Enrollment and Co-Case Management***

There are many examples of ways in which FRWDB's AJCCs have collaborated with partners to jointly serve our shared customers. For instance, under a state-funded project for English language learners, the AJCCs, WIOA Title II-funded education agencies, and several community-based agencies co-enrolled participants into education, workforce training and support services programs to holistically support job seekers in achieving their employment goals.

FRWDB also pursues various methods of collaboration with partners that promote co-enrollment of participants in two (2) or more programs. These include:

Acceptance of Partners Assessment Results: AJCCs will accept WorkKeys, CASAS or TABE assessments that have been administered by other organizations within the last six (6) months. Typically, the referring organization (e.g., adult education) has already enrolled the customers for which the assessment was administered.

Orienting Job Seekers to All Partner Programs: FRWDB's AJCCs conduct orientation sessions both in person and online. These sessions provide information on the One-Stop

partner programs, thereby promoting not just WIOA, but various compatible programs and services.

Cross Training Staff: Under direction of the One-Stop Operator, workforce system stakeholders participate in instruction, including cross-training, that enables staff to make informed referrals of clients to various programs.

Co-Location of Partners: The WIOA core program partners, along with many of the other One-Stop partners and local stakeholders, are co-located in some form at FRWDB's Workforce Connection centers. WIOA staff is also present at partner sites, such as Fresno City College's Career Center, where they assist in supporting self-directed services and in making referrals to system partners.

Intensive Collaboration with Partners: One on one meetings with partners, such as representatives of DOR, Fresno County DSS, and Child Support services are common, as they help to maintain operational support of referral processes, track shared clients, and strategize regarding more effective forms of service delivery.

### ***Enhancing Co-Enrollment Strategies among System Partners***

As this plan is implemented, FRWDB will bring partners together to devise approaches to increase strategic co-enrollments as described in state guidance. A workgroup will collaborate on the development of processes and procedures for enhancing co-enrollments among the partners. In addition to defining methods for determining when co-enrollments are appropriate, these efforts will likely include strategies for additional training among the partners regarding programs and eligibility requirements.

### **One-Stop System's Use of Technology and Other Remote Strategies**

FRWDB has designed and implemented a service delivery system that reaches out to all communities across the county's more than 6,000 square miles. A combination of brick and mortar and virtual services make up our approach to reaching the widest possible range of jobs seekers and businesses.

### ***Remote Services Locations***

For the purposes of providing workforce development services to remote locations in the county, FRWDB broadly identifies non-urban communities under two (2) geographic designations:

Rural West Fresno County including the cities of Coalinga, Firebaugh, Huron, Kerman, Mendota and San Joaquin and the communities of Biola, Caruthers, Easton, Five-Points, Raisin City, Riverdale, and Tranquility.

Rural East Fresno County, which includes the cities of Fowler, Kingsburg, Orange Cove, Parlier, Reedley, Sanger, and Selma and the communities of Auberry, Del Ray, Friant, Huntington, Prather, Shaver, and Squaw Valley.

To promote access to services, FRWDB has two (2) affiliate Workforce Connection sites serving Rural West communities and two (2) affiliate sites on the Rural East side of Fresno County. Currently, sites serving the West side are based in Coalinga and Mendota and those serving the East side are in Reedley and Selma. Each site features a resource area where self-directed and basic career services are available. Job seekers using these sites have access to: phones, fax machines and copiers; web-connected computers; information on training opportunities in demand occupations; job boards with current listings; information of partner services; and labor market information.

WIOA contractors working at these sites provide individual career services to eligible job seekers. Based on demand and clients' needs for specific services, WIOA-funded staff from the comprehensive center and One-Stop partner representatives are deployed to rural affiliate centers to provide services to job seekers and to employers seeking job-ready workers.

### ***Use of Technology to Enhance Service Delivery to Remote Locations***

Over the last several years, FRWDB has continued to enhance our online presence and add to our slate of virtual services. Social distancing protocols and various restrictions resulting from the pandemic have accelerated our development of technology-based equivalents to our FRWDB's slate of in-person services. Orientation, eligibility, case management, workshops, and other traditional in-person services are now available in virtual formats. Video-conferencing platforms are used to deliver services and connect staff to customers. Implementation of various paperless processes enable further enhance service accessibility via the web. The availability of online services provides greater options for some living in rural communities.

As discussed throughout this plan, even with the advancements described above, poor internet connections, hardware, and digital skills limit access for many vulnerable individuals in both rural and urban communities. Bridging these gaps is a priority of this Plan.

### **Coordination of Workforce Activities and Support Services**

Providing access to services that enable job seekers to participate and succeed in training, other workforce services, and employment is a priority for FRWDB and for other local workforce system stakeholders. Because participants' needs for such services can be extensive and resources are limited, FRWDB has worked diligently to develop a slate of resources that both makes use of WIOA funds and utilizes services from other fund sources.



***Determining Participants' Needs for Support Services***

After determining a participant's eligibility for WIOA services, AJCC staff schedules an in-person (or possibly, virtual) meeting with the participant to develop an initial plan. This session includes an objective assessment interview. Staff engages in a discussion with the participant about their specific needs and circumstances to identify appropriate services, a career pathway, suitable training and supportive services needs. Staff emphasizes that supportive services are provided to participants for the sole purpose of enabling their participation in WIOA-funded services, including training, and employment.

Based on the individual assessment and availability of WIOA funds, supportive services may be made available to the participants. A plan is developed that indicates services to be provided and identifies the most likely source of funding for such services, whether it be WIOA, a One-Stop partner program, or another community resource.

***Services Available to Address Participants Needs and Barriers***

FRWDB has adopted a policy under which there is a lifetime WIOA supportive service cap of \$1,000 per participant. Under certain circumstances, additional funds may be made available, if program management approves a waiver. WIOA-funded supportive services generally address needs such as assistance with clothing, housing, tools, and union fees; transportation assistance, such as bus passes, car repair, and mileage; and, , needs-related services payments.

As indicated, WIOA is just one (1) source of funding to meet participants' needs for support. Many other organizations and programs also provides various forms of supportive services. In some cases, individuals will need to be determined eligible for such services and/or be co-enrolled in partner programs to access support. For other programs, various forms of support are universally available and require neither documentation of eligibility or enrollment. These programs include the following:

Migrant and Seasonal Farmworker Program: Assistance with clothing, food, housing, tools, and union fees; transportation assistance, such as bus passes, car repair, and mileage; and housing assistance

California Indian Manpower Consortium: Assistance is similar to that available to participants in the Farmworker program, described above. Needs-related services payments are also available.

Fresno Economic Opportunities Commission: Available are programs to assistance with the cost of utilities, including:

- Low-Income Home Energy Assistance Program (LIHEAP) provides financial assistance to help offset an eligible Fresno County household's home energy costs. LIHEAP can provide one (1) payment per program year for electricity, gas, propane, wood or oil for eligible households.

- Energy Crisis Intervention Program provides assistance to eligible households that are in a crisis situation. Examples include a household that has received a 24- to 48-hour disconnect notice or service termination by its utility company or a household facing an energy-related crisis of life-threatening emergency in the applicant's household, including a combustible appliance.

Head Start: Head Start is a no cost preschool program primarily servicing low-income families. Children must be at least three (3) years old or turning three (3) by September 1st. Head Start provides comprehensive services including education, social, emotional, health, nutritional, family support and disability services to children and families.

Fresno County Department of Social Services: DSS provides services to ensure individuals and families will be safe, self-sufficient, healthy, and out of trouble at home, in school or at work. Program, services and support include:

CalFresh provides monthly benefits to help low-income households purchase the food they need.

CalWORKS provides time-limited cash assistance to eligible families with children. Adults in the program are required to participate in a work activity unless determined exempt.

General Relief provides cash or in-kind services to needy individuals and childless couples and is intended to assist with the cost of food, shelter, personal needs, and other living expenses.

Medi-Cal: California's public health insurance program is designed to provide no-cost or low-cost medical benefits to low income individuals and families.

Department of Rehabilitation: DOR supports its customers by making available supportive services including the following: assistance with clothing, housing, tools, and union fees; transportation assistance, such as bus passes, car repair, and mileage; and assistive technology; and other resources to enables persons with disabilities to participate training and complete work-related tasks.

Reading & Beyond offer transportation and housing assistance.

Catholic Charities operates a food pantry and provides assistance with clothing. DMV ID vouchers are available at a reduced fee. Rent and mortgage assistance is available, as is a diaper program.

#### **Physical and Programmatic Accessibility for Individuals with Disabilities**

FRWDB staff documents policies and procedures that incorporate the requirements of WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). Annual program reviews include an assessment of how those policies and procedures are

implemented by sub-recipients. All outreach and marketing materials include required taglines for compliance with WIOA Section 188. Equal Opportunity (EO) and ADA information and procedures are available on the FRWDB and Workforce-Connection websites.

### ***Facilities, Technology and Services Supporting Accessibility***

For Workforce Connection facilities, a physical site review for accessibility is performed at the time of initial layout and when improvements are made. Walk-throughs are randomly performed to ensure continued compliance. Program and physical accommodations are made to customers upon request.

AJCC workstations with assistive technology equipment persons with disabilities, includes: a TTY device;; handsets with volume controls and hearing aid compatible features; large 22" monitors; and large print keyboards. In addition, staff utilizes, a wireless face-to-face communication device to assist deaf and hard of hearing individuals.

Program and physical accommodations are made, upon request, including sign-language interpretation. Work is underway to increase accessibility of our local websites.

### ***Staff Training***

FRWDB and AJCC staff have participated in various training sessions on serving individuals with disabilities. Examples of this instruction include:

- Training on Equal Opportunity/Americans with Disabilities Act
- Training on TTY, which is a special device that lets people who are deaf, hard of hearing, or speech-impaired use the telephone to communicate, by allowing them to type text messages.
- Mental Health First Aid Training
- Mental Health and Depression Under the ADA Training (online session)

As this four (4)-year Plan is implemented, FRWDB intends to work closely with DOR, the other Competitive Integrated Employment Local Planning Agreement partners, and community-based agencies to identify training that would improve staff's effectiveness in working with job seekers with disabilities.

### **III. STATE STRATEGIC PARTNER COORDINATION**

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-2019. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two (2)-year modifications to their PY 2017-2020 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, FRWDB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

#### **Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services**

Fresno County Department of Social Services (DSS) was one of the first agencies of its kind in California to pilot a CalFresh Employment and Training (CFET) program. As an extension of the pilot, DSS contracts with Reading and Beyond, a local non-profit organization to provide Employment & Training Services to members of CalFresh families. However, in 2018, DSS competitively procured a new provider to operate its core CFET program, which is focused on General Relief (GR) participants. The contractor, America Works, has a short three (3)-month period to find participants employment. FRWDB and DSS have agreed that America Works and Workforce Connection staff should collaborate on finding employment for CFET participants. Recent discussions among the partners have centered on identifying opportunities to streamline AJCC processes in order to provide as much time as possible to seek job placement opportunities for GR participants before their aid is cut off. Discussions have also focused on the use of work-based learning strategies (e.g., on-the-job training, transitional jobs) that will pay wages as participants learn. Part-time work while individuals participate in short-term classroom training is another option that has been discussed.

AJCC staff works with the America Works staff to coordinate referrals. Local board staff will continue to coordinate meetings between DSS, America Works, and FRWDB to discuss strategies to better align services/goals

#### **Coordination with Local Child Support Agency and Other Local Partners That Serving Individuals Who Are Non-Custodial Parents**

While the CWDB issued initial guidance to local boards regarding requirements to develop relationships with Child Support Services agencies in May 2018, FRWDB and the Fresno County Department of Child Support Services (FCD CSS) were already working together. Under a process agreed to by all parties, non-custodial parents (NCPs) who are in contempt of court due to unpaid child support payments are mandated to participate in WIOA services. Such individuals are provided a "job training referral form" from FCD CSS instructing them that they must register with a Workforce Connection Center within ten

(10) days and provide a center-generated “participation report” upon the NCP’s next court hearing. The referred NCP understands that the referral is an order of the court and that non-compliance will be deemed a violation of probation.

When NCPs make contact with Workforce Connection staff they participate in an orientation and subsequent eligibility determination and enrollment processes that are similar to those experienced by other job seekers. Non-court-ordered NCPs may also be referred to a Workforce Connection Center, but participation in workforce services is voluntary. For those whose participation is mandatory, AJCC staff provides follow-up with the Courts to provide updates and reports on participant progress and outcomes in the program

**Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities.**

In 2018, the California Department of Education, DOR, and the Department Developmental Services developed the Competitive Integrated Employment (CIE) Blueprint, which is a five (5)-year plan to assist people with Intellectual Disabilities and Development Disabilities (ID/DD) prepare for and secure a job earning at least minimum wage working in the community with people without disabilities. The goals of the Blueprint are to:

- Help the three (3) departments work together to better support people with ID/DD who want a CIE job.
- Create more options for people with ID/DD to prepare for and get a CIE job.
- Help people with ID/DD to make their own choices about working in the community

In 2018, the CWDB and EDD issued guidance to FRWDB on the development of a 2019 biennial modification to our year-year Local Plan. This guidance required that FRWDB connect with and seek to participate in the efforts of local partners (local education agencies, the DOR district office, and the regional center) to deliver CIE services as outlined in a Local Partnership Agreements (LPA). These agreements articulate the ways in which local partners will work together to streamline service delivery, engage their communities, and increase CIE opportunities for individuals with ID/DD. LPAs are the result of conversations and enable the local partners to determine strategies that will work best for them and the populations they serve.

The core partners in the Fresno LPA are:

Local Education Agency Partners: Clovis Unified School District, Fresno County Office Superintendent of Schools, and Fresno Unified School District

Department of Rehabilitation: DOR Fresno Branch Office

Regional Center Partners: Central Valley Regional Center (CVRC)

The LPA also acknowledges the participation of the following non-signatory “community partners:” DOR vendors, stakeholders, collaborative contract partners, College 2 Career Project Search, Youth Leadership Training Program, Transition Partnership Programs, and work-based training programs. While not explicitly named as a partner, FRWDB and our network of AJCCs fit into several of the categories listed above. As an updated agreement is developed, FRWDB will request that we be included as a community partner.

Over the last two (2) years, our staff has participated in discussions with the core partners. FRWDB remains committed to participating as a stakeholder in the competitive integrated employment goals of the LPA. FRWDB will work with DOR, its service providers, the regional center, and Workability programs to:

- provide career services to job seekers with ID/DD
- support DOR in using an assets-based approach to promoting CIE to local businesses; and
- work with DOR and other stakeholders to encourage businesses to take advantage of work-based learning strategies to initially integrate individuals with ID/DD into the workforce

**Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees**

English Language Learners (ELLs), foreign born individuals and refugees have always been key target groups for the local workforce development delivery system. Nearly 55% of the county’s populations is Hispanic and more than 10% are Asian. Approximately 20% are foreign born. While many individuals from these groups come to the workforce system seeking assistance to prepare for and find employment, many also need services such as English language skills instruction. FRWDB works closely with many organizations serve this population and continuously strives to improve services for ELLs and other vulnerable populations.

***Partners in Serving ELLs and Immigrants***

Adult education programs and the community colleges have long been important partners in providing English as a Second Language instruction and other basic education skills to ELLs and immigrants. AJCC staff regularly refers clients to WIOA Title II programs and other training to assist customers in building their English proficiency, to increase other basic education skills, and for support in earning a high school diploma or equivalency credential.

FRWDB and AJCC staff collaborate with other organizations and programs to provide education, job skills training and placement support to ELLs and immigrants. These partners include, but are not limited to, the Central Valley Immigrant Integration

Collaborative, Central California Legal Services, Proteus, Inc, DSS, The Fresno Center, Fresno Interdenominational Ministries (FIRM), and Centro La Familia.

***Strengthening Services for this Vulnerable Target Group***

Since the publication of our PY 2017-2020 Local Plan and its 2019 modification, in which we discussed services for ELLs and immigrants, FRWDB has increased staff's awareness of community agencies serving this population and, consequently, cross referrals between Community Based Organizations and AJCCs has also increased. Other efforts to improve accessibility of services to ELLs, foreign born individuals, and refugees have included:

- Co-location of State Center Adult Education staff at the AJCC, which has increased efforts to assist participants with enrollment in High School Equivalency preparation classes and ESL classes; referrals for financial-aid; and assistance with college applications.
- Increased promotion of WIOA and other workforce services in social media and on Spanish and Hmong language radio.
- Referrals to organizations such as Fresno Interdimensional Ministries (FIRM) and The Fresno Center to provide wrap-around educational and employment services in customers' native languages.
- Increased collaborate with DSS to assist CalWORKS participants through co-case management and coordinated referrals for job readiness, education, training and supportive services.
- Increased availability of translation services for non-English-speaking customers.

**IV. WIOA TITLE I COORDINATION**

The following narrative addresses services, activities, and administrative requirements of FRWDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

**Staff Training and Professional Development to Increase Digital Technology Skills**

FRWDB has recently updated and enhanced the role of the One-Stop Operator under our AJCC/One-Stop Coordinator position, which among its various duties, will be responsible for managing a training calendar for center staff and system partners and coordinating ongoing training activities. This will ensure that FRWDB front-line staff located at the AJCC and partner representatives have up-to-date skills and knowledge necessary to work in an environment where they can communicate, access, and provide information through a variety of digital tools, such as web-based data systems, online video-conferencing platforms, social media, email, text messaging, and more. Training in digital technology will concentrate on four (4) skill areas:

***Skills that Enhance Work Productivity***

The focus will be on providing group training and identifying tutorials, webinars, workshops, and learning strategies related to uses of technology to support: managing time while working remotely; conducting effective meetings; closing any technology skills; and remote communications.

***Skills that Enable Learning on a Wide Range of Topics from a Variety of Sources***

To ensure that staff is able to successfully participate in training directly related to their jobs and to education and training activities that are part of their overall goals for professional development, training will be provided on various applications and platforms used in distance learning. Instruction will include remote communications via the web, sharing documents in an online classroom setting, streaming videos, and related skills.

***Skills that Enhance Knowledge of Economic Issues, the Labor Market and the Economy***

Economists, labor market analysts, businesses, educators and workforce development professionals utilize many online data management tools to access information that supports their work. Training will be provided in effective uses of these tools and technologies.

***Skills that Improve the Capacity to Virtually Serve Job Seekers and Business Customers***



Staff will participate in training to elevate their skills in using online platforms to conduct virtual workshops and interactive sessions with customers, partners, colleagues and others. They will also learn to use software to obtain digital signatures and the complete e-forms.

To ensure that staff's skills remain up to date with new technology and that new staff are exposed to the digital technology applications they need to work effectively in their roles, training will be provided annually and refresher courses will be provided on an ongoing basis.

To identify qualified trainers, FRWDB will competitively procure the services of experienced organizations or individuals; coordinate the delivery of training with AJCC partners and other agencies in the community that either provide or have procured training; and take maximum advantage of online tutorials and webinars such as those offered by U.S. DOL, CWDB, EDD and the California Workforce Association (CWA).

**Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma**

Fresno County's population is racial and ethnically diverse and this diversity is reflected in the customers who use Workforce Connection services. In addition, workforce system staff estimates that a significant percent of the customers they see may have experienced various forms of trauma based on vulnerable groups that they represent.

While cultural competence and issues pertaining to customers dealing with trauma are areas in which workforce system staff can benefit from training, little instruction on these topics has been provided to workforce system staff in Fresno or elsewhere. Based on a preliminary review of training opportunities and the skill needs of frontline staff and partners, the following summarizes initial plans for training in these areas.

***Training in Cultural Competence Skills***

Training will be provided to support staff's understanding of the general characteristics of cultural diversity, cultural norms, and cultural differences. Staff will understand the importance of respecting individual cultural experiences, learn to better communicate with others to understand and address potential barriers to service, and develop greater culturally sensitive within the workplace. Staff will become more aware of their own cultural beliefs and culturally-related behaviors and potential power imbalances, privileges, or biases when providing services. Training will be provided annually.

***Training to Enhance Skills in Working with Individuals Dealing with Trauma***

FRWDB staff will identify and facilitate training on working with trauma-exposed participants. This will include developing skills to promote conversation; learning how to respond to disclosure; integrating participants' safety when providing services, advocacy,

outreach; and trauma informed care. FRWDB will partner with local agencies in the community to share expertise, provide assessments, encourage participants to join support groups, share resources, and coordinate services.

### ***Identifying and Securing Training***

The process of identifying qualified trainers will be similar to that described above for instruction in digital literacy skills. FRWDB management suspects that, given the emphasis currently placed on developing skills in these areas, organizations such as CWA will take a lead to ensure that training by skilled professionals is available.

### **Coordination of Rapid Response and Layoff Aversion Activities**

FRWDB's overall approach to rapid response and layoff aversion activities is one that focuses first on maintaining business stability so that companies and workers can ultimately compete and thrive. Delivery of these services fits into FRWDB's overall approach to business services, recognizing that the workforce development system's success hinges on the ability of businesses to create, maintain and grow jobs for workers.

### ***Approach to Layoff Aversion***

Industry sectors whose strength will have the most significant impact on the future of the workforce area are the most appropriate targets for layoff aversion efforts. The FRWDB takes into consideration key factors for identifying such sectors. They are industries that:

- Pay middle-class wages and benefits and offer job and training ladders for low-income populations
- Create greater economic spin-off activity (i.e., an economic multiplier effect)
- Drive productivity gains in the economy and provide customers for advances in technology
- Offer diversification of the economy
- Provide a foundation for new industry clusters

The FRWDB focuses on a combination of industries that provide the greatest positive impact for the region.

Early Warning System Network: Key economic stakeholders comprise the Early Warning System (EWS) network, which identifies and tracks vulnerable companies and industry sectors that might benefit from layoff aversion strategies. The EWS identifies companies at risk of closing or moving operations before actual decisions are made by the businesses to shut down or move. The FRWDB's EWS network includes local, state, and federal agencies; chambers of commerce; industry groups; organized labor; telecommunications/media companies; community-based and community development organizations.

Detecting early warning indicators is a strategy that complements other information gathered through the EWS network and aids in identifying and tracking companies in possible distress. Information sources include, but are not limited to:

- Worker Adjustment and Retraining Notification Act (WARN) notices, which is useful in analyzing layoff activity by industry sector and occupations being laid off.
- Major trade journals, business journals, and local or regional newspapers
- Dun & Bradstreet or Experian, which provide information on companies and industries under stress. Relevant information can be found in the financial stress score and the commercial credit score.
- Direct referrals
- Changes in management behavior
- Removal of equipment
- Sign of a “cash crunch” or unanticipated cutbacks

FRWDB’s BC enter staff, with support from AJCC staff, provide layoff aversion services that include:

Pre-Feasibility Studies: These studies provide objective evidence as to the likelihood of an employer remaining operational and, if so, under what conditions. Typically, pre-feasibility studies assess various features of an employer's operations such as: organizational structure, marketing, operations/manufacturing, and financial management.

Asset Mapping: This activity identifies and creates an inventory of community resources in local workforce development areas. Assets may include many of the organization in the EWS network.

Business Turnaround Services: These services are provided when it is determined that an employer needs intervention beyond the menu of services provided by the EWS network and community partners. Services will be provided through an outside entity with expertise in business turnarounds. Potential employers are thoroughly assessed for intervention suitability based on early warning indicator data. Specific business turnaround services include the following: financial restructuring; operations and cost management; new market and product development assistance; production of business plans, financial projections, and financing memorandum; developing labor management partnerships; assistance in acquiring new equipment; assistance with training grants; and assistance with loans and guarantees.

Incumbent Worker Training: To assist in averting layoffs, Incumbent Worker Training (IWT) can be provided. Such training is an important strategy for meeting an employer's needs for skilled workers and can take place in or out of the workplace and during or after employees' work hours. Employer and worker assessments are conducted to determine whether the provision of IWT is appropriate.

Work Share Unemployment Compensation Program: The Work Share Program offers an alternative to businesses facing a reduction in force. Under the Work Share Program, an employer reduces the hours of work each week among a specific group of employees instead of laying off the employees. Wages lost to the employee due to reduced hours are offset by the receipt of UI benefits.

### ***The Rapid Response Team and Services***

When a WARN notice is issued, FRWDB business services staff proceeds with the activities described above. If, in meeting with business representatives, it becomes clear that layoffs are inevitable, the focus turns to the assisting affected workers as quickly as possible, providing them access to UI and with information and support that will result in their rapid reemployment. FRWDB coordinates services through a Rapid Response Team that connects affected employees to the One-Stop system. The Team includes: FRWDB; EDD; Fresno County Department of Social Services; Covered California; Community Housing Council; Clinica Sierra Vista; Fresno County Public Library; Richard, Heath & Associates; U.S. DOL; Fresno4Biz (entrepreneurship); and local utilities.

Within 48 hours of notice, Rapid Response Team members will have met with business and labor (as applicable) representatives and organized orientations at the worksite(s) for employees to provide them information on a wide range of services and support. By connecting workers to Workforce Connection services (or those of the workforce system in the county where they live) the Team's objective is to quickly assess workers' skills, identify the needs for any training or support, and make referrals to employment opportunities which are aligned to the laid off individuals skills, experience and needs. Many workers are quickly reemployed, while others train for new skills prior to returning to work.

### **Coordination with Trade Adjustment Act**

When a company closure, downsizing, or relocation is caused by foreign competition, FRWDB and EDD collaborate to provide TAA and WIOA services to the affected employee(s) as needed. Such situations often results in the co-enrollment of workers in both programs, as TAA is able to cover all costs of re-training for affected workers, while WIOA address needs case management, re-employment readiness services and job placement support.

### ***Coordination with Other Key Partners***

In addition to collaborating with the partners that comprise the Rapid Response Team, FRWDB's business services staff participates in the Central Valley Industry Engagement Roundtable (CVIER) bi-weekly convenings, which are largely focused on regional trends, including layoffs and identification of industries and businesses in distress. The roundtables provide the opportunity for regional staff to share best practices that are of value to businesses and employees.

Additionally, FRWDB communicates regularly and effectively with state advisors on rapid response activities. FRWDB works closely with our regional advisor regarding rapid response methodologies and on providing quarterly 121 and 122 reporting for layoff assistance and aversion activities for the region.

<b>Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs</b>
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FRWDB offers a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one (1) or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in Fresno County, particularly businesses within the priority sectors that are identified in the San Joaquin Valley and Associated Counties PY 2021-2024 Regional Plan.

### ***One-Stop Delivery System***

FRWDB maintains five (5) Workforce Connections/AJCC locations: one (1) comprehensive site in Fresno and four (4) affiliate sites, which are located in Coalinga, Mendota, Reedley and Selma. Core and One-Stop partners are co-located on a full-time, part-time, or by appointment at the comprehensive and affiliate centers. Increasingly (particularly due to the pandemic), staff utilize technology for partner referrals and co-enrollment to ensure participants have access to all workforce system services. This technology includes CalJOBS common case management system, e-mail, cloud data repositories, and web-based virtual platforms.

Under FRWDB's current model, three (3) contractors provide both WIOA Adult and Dislocated services. To increase uniformity, cohesion, accessibility, and equity in service delivery, FRWDB is in the process of changing the current model to one where a single contractor will provide Adult Program services and a single contractor will provide Dislocated Worker services across Fresno County. FRWDB is also revising the current service model to ensure that there are no disincentives to serving individuals with barriers to employment that may require longer-term career and training services. Efforts are being made to bring more services online to create greater access. This is especially important as Fresno County is largely rural with limited public transportation. As one means of promoting greater access to web-based services, FRWDB will provide training on digital literacy.

### ***WIOA Adult and Dislocated Worker Services***

FRWDB's One-Stop system offers three levels of career services: Basic Career Services, Individualized Career Services, and Training Services. These are supplemented by follow-up services. Services are provided in no specific actual or implied sequence. Instead, services are tailored to meet the needs of individuals while still allowing for tracking of outcomes for reporting purposes.

Basic Career Services: Basic Career Services are made available to all individuals, and include:

- *Outreach, Intake and Orientation* to services that are available to all job seekers. Once applicants view an online orientation, they are able to submit an appointment/referral request form.
- *Determinations of Eligibility for WIOA.* Individuals who do not meet WIOA eligibility criteria may continue to access basic career services and may be referred to partner programs and those of community-based agencies.
- *Initial Assessment of Skill Levels* are conducted that address literacy, numeracy and English language proficiency, as well as aptitudes, abilities, and supportive service needs.
- *Labor Market Information* is available including job vacancy listings, information on in-demand industry sectors and occupations, regional labor market information, and information on nontraditional employment.
- *Partner Information and Referrals* are based on individual needs and requests from customers.
- *Training Provider Information* includes data on performance and costs of programs offered by eligible providers of training services, adult education, and career and technical education.
- *Assistance in Establishing Eligibility for Programs of Financial Aid Assistance* for training and education programs not provided under WIOA;
- *Supportive Services Information* includes types, limits and sources.
- *Unemployment Insurance Information Assistance* includes support for filing unemployment compensation claims.

Individualized Career Services: These services are provided when needed for an individual to obtain or retain employment. AJCC staff relies principally on assessments to determine the need for and appropriateness of individualized career services. Included are:

- *Job Readiness Workshop:* This activity is comprised of modular, hands-on, engaging activities that focus on eight key skill areas: Adaptable and Productive Problem Solver; Digital Literacy; Learning, Creativity and Adaptability; Communicator and Collaborator; Responsible and Ethical Decision Maker; Life Skills; Personal Development; and Resumes.
- *Skills Assessments:* These include computerized O\*NET Interest Profiler and Work Importance Profiler (Values/Importance) assessments and WorkKeys® Applied Math, Workplace Documents, and Graphic Literacy assessments.
- *Individual Employment Plans:* These customized plans are developed through an in-depth interviewing and evaluation process to identify employment barriers and appropriate employment goals. The plan outlines activities to attain career objectives.
- *Interview Workshops:* Participants are exposed to interviewing techniques and strategies. They are presented with examples of strong responses to interview

questions. At the end of each module of this training, participants complete module worksheets creating a personalized answers to commonly asked questions.

- *Group or Individual Counseling*
- *Transitional Jobs*
- *Financial literacy* services are provided based on individual needs.
- *Supportive services*, including services such as transportation, childcare, uniforms and tools required for employment.
- *English language acquisition* and integrated education and training programs are provided based on individual need.
- *Job Readiness Assistance*
- *Job Search and Placement Assistance*

Training Services: FRWDB provides access to a wide range of training programs, which fall broadly into two (2) types: institutional (classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training, transitional jobs, or customized training.

- Occupational skills training, including training for nontraditional employment.
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Transitional jobs
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer

A “Self-Reliance Team,” which is comprised of AJCC provider staff and WIOA partner staff (representatives of EDD, DOR, and Fresno County DSS), is responsible for interviewing participants who have requested Individualized Career or Training services. The purpose of this interview is to determine the best course of action for the participant to prepare for employment.

### ***Follow-Up Services***

For 12 months, follow-up services may be provided to participants, including technical skills training, counseling, mentoring, crisis intervention, life skills, or emergency support required to sustain long-term employment.

### ***Priority of Service***

As outlined in the guidance provided in EDD Workforce Services Directive WSD 15-14, priority is provided in the following order:

- Veterans and eligible spouses, who are also recipients of public assistance, are low income or are basic skills deficient.
- Adults who are recipients of public assistance, are low income, or are basic skills deficient.

Priority status is established during eligibility. Before determining eligibility, all applicants complete an initial CASAS assessment to determine if they are basic skills deficient. The process for determining whether an applicant is unable to compute or solve problems or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society is determined through observation by the eligibility staff.

FRWDB has established guidelines for AJCC staff to obtain and maintain appropriate documentation to support any of the criteria listed under the priority of service. If staff is unable to obtain the required supporting documentation, a waiver request must be submitted and approved prior to the use of self-attestation (i.e., an applicant statement).

#### **Services and Activities Available under WIOA Title I Youth Program**

FRWDB's Young Adult Services program serves WIOA-eligible individuals ages 14 to 24, offering a wide variety of services that are customized to the needs and preferences of each participant.

#### ***WIOA Youth Programs and Service Delivery Sites***

Youth programs are delivered by competitively procured providers with experience in providing workforce development services to both in-school and out-of-school youth. Youth services, like the Adult and Dislocated Worker Programs, are delivered through one centrally located site in Fresno, which is adjacent to the comprehensive AJCC, and four (4) remote/rural locations in Coalinga, Mendota, Reedley and Selma. These locations ensure that services are within reasonable distance to youth residing in urban and rural communities through the county. As with all FRWDB programs, the effects of COVID-19 have led to youth services being principally delivered through online services.

Currently, contractors providing WIOA Youth services include Equus Workforce Solutions in Fresno, West Hills College in Coalinga and Mendota, and Proteus, Inc. in Reedley and Selma. FRWDB will re-bid the Young Adult Services program in 2023.

#### ***Youth Services***

Services and activities fall broadly into three (3) categories to which youth are oriented when they first inquire about the program:

Academic Assistance: Tutoring in reading and math; high school diploma and GED assistance; college and vocational training preparation assistance; and assistance in preparing for and transition to post-secondary education and training



Job Readiness: Exploring and developing career goals; job readiness workshops; interview preparation workshops; work experience opportunities; pre-apprenticeship opportunities; vocational skills training; entrepreneurial training; leadership activities; career counseling; and job placement assistance.

Follow-up services: Support and guidance from an Academic and Career Advisor; links to mentoring programs; personal and leadership development opportunities; and financial literacy workshops.

The program makes available all 14 required WIOA Youth Program elements. Specific services aligned to these required elements include the following:

Orientation: WIOA Orientations expose youth to all features and benefits of the program.

Eligibility Determination: WIOA Youth eligibility determine may be conducted in-person and through video-conferencing. Documents are submitted via the CalJOBS' secure messaging system, DocuSign, and secure box drop off. Applicants 18 years and older who are not eligible for WIOA Youth program are referred to the AJCC for use of Basic Career Services and eligibility determination for Adult and/or Dislocated Worker.

Objective Assessment: This evaluation examines barriers, skills, education, needs for supportive services, and career and employment goals.

Basic Skills and Career Assessments: CASAS provides an initial assessment of skill levels including literacy, numeracy and English language proficiency. O\*NET (Interest Profiler and Work Importance Profiler) considers aptitudes, abilities, and skills gaps; and the WorkKeys® assessment includes Applied Math, Workplace Documents, and Graphic Literacy.

Individual Service Strategy (ISS): This customized service planning document addresses all of the following factors affecting participants' readiness to achieve educational and employment goals.

- *Labor Market Information* including the research and information of high demand occupations, minimum requirements for jobs, career exploration, and career counseling;
- *Referrals* to services that address each youth's needs and preferences;
- *Postsecondary education information* including career technical education, short-term vocational skills certifications, and college enrollment;
- *Assistance with financial-aid applications* for education programs that are not covered under WIOA;
- *Supportive Services* and/or referrals for supportive services assistance from partner agencies for childcare, transportation, housing, food, uniforms, work attire, tools and more.

- *Leadership Development* through academic; personal development, and community and civic awareness.

Job Readiness Workshops: This required two (2)-week activity addresses soft skills, digital literacy skills, financial literacy, and building a strong resume.

Job Readiness Assistance: These activities include resume writing, interview preparation, job search, and placement assistance.

Individual Comprehensive Counseling and Guidance: One-on-one assistance from an Academic Career Advisor

Mentorship: Partner role model mentorship during participation and for up to 12 months during program follow-up.

Work-Based Learning/Work Experience: Up to 200 hours of paid hands-on learning experience that includes occupational and academic components.

Training Services: Activities include occupational skills training; entrepreneurial training; adult education and literacy activities; on-the-job training; and internships in combination with training.

Activities to Prepare for and Transition to Post-secondary Education and Training: Assistance with college and financial aid applications.

Follow-up Services: Up to 12 months; Long-term employment retention; Referrals

### ***Services to Increase the Digital Skills of Youth***

FRWDB Young Adult Services programs provides digital literacy skills training to all participants as part of the mandated two (2)-week Job Readiness Workshop. Content includes: etiquette for web-based interactions and communication; use of social media platforms for job search and business purposes; exposure to various commonly used software applications; introduction to distance learning, including training that addresses details for appropriate use video-conferencing platforms; and online formats for resumes, applications and other documents.

### ***Serving Youth with Disabilities***

The Young Adult Services program ensures that all youth participants, including youth with disabilities, receive the same types and quality of services and level of support to achieve their career planning, education, skills training and employment goals. To ensure that services for individuals with disabilities meet their full range of needs, WIOA staff may collaborates with DOR, Central Valley Regional Center, instructors and staff from local special education programs, and community-based organizations to develop effective service strategies.

**Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities**

The Fresno Area Workforce Investment Corporation is authorized as the entity responsible for the disbursal of grant funds under the Administrative Services Agreement that has been executed with the Fresno Regional Workforce Development Board.

The FRWDB competitively procures AJCC Operator, Adult and Dislocated Worker Program Career Services, and Youth services. AJCC Operator services are procured every four (4) years and WIOA Adult, Dislocated Worker, Youth Program services are procured every five (5) years. All programs and functions (except the Youth Program) are being re-bid in 2021 and will begin operating under new contracts effective July 1, 2021, in tandem with the implementation on this plan. The WIOA Youth Program will be competitively procured in 2023.

**How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers**

FRWDB competitively procures the services of both an AJCC/One-Stop Operator (OSO) and career services providers for the WIOA Adult and Dislocated Worker Programs.

***AJCC Operator Function***

The OSO is responsible for coordinating the service delivery, responsibilities and contributions of required WIOA partners as agreed upon in the FRWDB WIOA Partner Memorandum of Understanding (MOU). Specific duties and responsibilities include the following:

- Convening meetings to support implementation of the FRWDB's MOUs between WIOA One-Stop Partners;
- Coordinating with the One-Stop partners to develop agendas and facilitate meetings;
- Convening monthly site council (partners delivering services at specific centers) meetings to ensure service coordination;
- Convening quarterly system-level Partner meetings;
- Convening other partner meetings required to support MOU implementation;
- Implementing policies established by the FRWDB;
- Ensuring the implementation of partner responsibilities and contributions agreed upon in the FRWDB's MOUs;
- Coordinate with other WDBs and operators for regional planning purposes as directed by FRWDB staff;
- Coordinating with partners in program design, implementation, and capacity building/staff development; and
- Completing other duties that may be necessary to fulfill WIOA requirements of and maintain compliance as a One-Stop Operator.

The OSO will also assist FRWDB staff in meeting continuous improvement goals established as a results of the One-Stop certification process. These currently include:

- Developing and implementing a process to survey partners' satisfaction with the AJCCs and the overall workforce system, along with the value they believe the AJCCs provide their program and customers; and
- Establishing and maintaining a structured annual training and professional development schedule for One-Stop staff.

### ***Career Services Provider Function***

The career service provider function involves the implementation and delivery of career services and follow-up described in section IV.D, above.

<b>V. CONSIDERATIONS FOR PROGRAM YEARS 2021- 24</b>
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Based on discussions held throughout the planning process, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

***Priorities of the Workforce Development Board***

1. Commit to a career pathways focus. This has, ostensibly, been a priority for the workforce system for nearly a decade. Still, on a practical level, the focus remains on jobs. The jobs focus can be blended into a larger strategy that identifies a career path for every job seeker.
2. Expand our approach to service delivery to include considerations of an “emotional quotient” or fit between what matters to people and the jobs that they do. This is likely an undervalued component in the workforce system’s career planning process and a shift in this direction could yield better outcomes for local programs, particularly in terms of job retention and career progression.
3. Ensure that every job seeker has the foundational skills to succeed in the world of work. These includes strong communication, math, digital and “soft skills.” Critical thinking, problem solving and adaptability are key to every worker’s success on the job.
4. Create and implement more programs that contextualize instruction of basic skills into vocational programs. This includes programs where English as a second language and basic education skills are embedded into job-specific skills training.
5. Recognizing the many needs; preferences, barriers, and goals of individuals seeking assistance from local workforce development programs, expand partnerships to create greater access to a broad range of services and support for customers. Such partnerships may include relationships with mental health agencies, immigrant and refugee assistance programs, and K-12 education agencies.
6. Focus on assisting workers to develop greater “career agility” by teaching skills (e.g., digital technology, process management, accounting) that cut across jobs and industries.

***Other Key Considerations Identified by Workforce System Stakeholders***

7. In recognition of their standing with underserved and vulnerable populations, expand the use of community based organizations as access points or “on ramps” to the AJCCs and the local workforce development delivery system.

8. Expand efforts to increase outreach to immigrant communities and identify strategies to bridge gaps in services to foreign born individuals.
9. Provide additional training for staff on serving individuals with disabilities.
10. Collaborate with state, county and municipal officials in developing solutions to address the digital divide affecting rural and low-income communities. Strategies should address insufficient internet access, a lack of technology hardware, and the need for digital skills training.
11. Increase the availability of entrepreneurial skills training and work with government and business groups to support new business start-up as the Fresno area economy reopens in the post-pandemic period.
12. Consider the FRWDB's taking a lead role in developing a mission statement for the network of partners that comprise the local workforce development delivery system, which could be used guide local collaboration.
13. As part of a hybrid (both in-person and online) service delivery system, expand the availability of virtual services, which provide benefits for job seekers and businesses of all types throughout the county.
14. Explore opportunities to add more virtual training/distance learning programs to FRWDB's Eligible Training Provider List, as training in this format makes skills development more accessible for many job seekers.
15. Provide recommendations to county and municipal government agencies on strategies to improve mass transit for county residents.
16. Commit to teach job retention, a skill that many job seekers lack.
17. Develop more opportunities for upskilling workers and backfilling their positions with new workers as upskilled workers move forward on their career paths.
18. Collaborate more extensively with colleges and universities in the development of career pathways that encompass occupations requiring an associates or higher degree.
19. To more effectively engage with employers, offer more training for business customers.

<b>VI.</b>	<b>APPENDICES</b>
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The following Items are Included as part of the Local Plan.

- Attachment 1: Stakeholder and Community Engagement Summary
- Attachment 2: Public Comments Received that Disagree with the Local Plan
- Attachment 3: Signature Page

**Stakeholder and Community Engagement Summary**

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-2024 Local Plan, the Fresno Regional WDB hosted a series of three (3) community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

Vision for the Local Workforce System: How can workforce system partners and other stakeholders create a system that is more equitable, accessible, and effective?

This forum was held via Zoom on December 16, 2020.

Strengthening the Role of the AJCC as an Access Point for all System Partners and Programs: How can the AJCC be more effectively promoted and used as a central access point for all local workforce system services?

This forum was held via Zoom on January 14, 2021.

Improving Workforce System Services: How can workforce system services be made more effective and relevant for all customers, including vulnerable populations that have been underserved by traditional programs?

This forum was held via Zoom on January 21, 2021.

In addition, a planning discussion centered on “vision” was held with the members of the Workforce Development Board during their meeting on January 20, 2021.

Where necessary, agency-to-agency discussions were held with various partners and stakeholders to collaboration between their programs and those of the Fresno Regional WDB. Such discussions were conducted via Zoom and included meetings with:

- Department of Social Services and CalFresh E&T Partners on December 8, 2020
- Economic Development Partners on December 15, 2021
- California Indian Manpower Consortium on January 12, 2021



Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN		
1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		
2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

Attachment 3

<b>SIGNATURE PAGE</b>
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The following signatures represent approval of the Local Plan by Fresno Regional Workforce Development Board and the Chief Elected Official for the Local Workforce Development Area.

For the **Fresno Regional Workforce Development Board**:

Jeffrey Hensley, Chairperson	Date

For the **Fresno Local Workforce Area – Chief Local Elected Officials**

Jerry Dyer, Mayor, City of Fresno	Date

Steve Brandau, Chair, Fresno County Board of Supervisors	Date



San Joaquin Valley &  
Associated Counties  
Regional Planning Unit

# REGIONAL PLAN

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<b>I. INTRODUCTION AND OVERVIEW</b>
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With its passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPU's), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the San Joaquin Valley and Associated Counties RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which covers June 1, 2021 through June 30, 2025. This Plan replaces the RPU's PY 2017-20 Regional Plan and subsequent 2019 Biennial Plan Modification. However, foundational principles and many of the overarching strategies expressed by the prior plans are carried forward and will continue to affect the RPU's approach to addressing economic and workforce priorities of the region.

***Overview of the SJVAC RPU and the Region***

The parties to the Regional Plan are the eight local Workforce Development Boards (WDBs) within the RPU, which include seven boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare) and one consortium board representing three counties (Kern, Inyo and Mono). Through their Central California Workforce Collaborative (CCWC) network, the WDBs have all been actively involved in the regional planning process by reviewing State guidance, selecting consultants to assist in the process, providing resource documents, organizing regional forums, and meeting regularly with the consultants as a group and individually to share insights, make decisions, and establish priorities for regional coordination. As the designated lead for the RPU, development of the PY 2021-24 Regional Plan has been managed by the Stanislaus County WDB.

The boundaries of the RPU are those defined by the ten counties referred to above. The area comprises approximately 40,760 square miles, roughly 25% of the State. With a population quickly approaching nearly 4.2 million, the region is more populous than 25 States.

***Guiding Principles***

The SJVAC Regional Plan acknowledges and supports the vision for workforce system that is described in California's PY 2020-23 Unified Strategic Workforce Development Plan, the overarching state policy document. The State Plan's policy objectives have been developed in collaboration with local boards and WIOA partners and communicate

California’s intention to create a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery.

The plan is built upon six principles, which represent the values, vision, and commitment of the Central Valley’s workforce stakeholders. They include:

Support for the Goals of the State Plan: Workforce preparation and economic prosperity are inextricably linked. The State Plan requires approaches that provide opportunities for all Californians to develop in-demand skills, thereby ensuring that industry has the talent it needs to succeed.

The Workforce System is Demand-Driven: Industry drives job demand and businesses define skills needed for jobs. It is the obligation of the workforce system to train candidates in these skills, preparing them for careers.

Regional Sector Pathways are an Effective Approach to Meeting Demand: Structured, high-quality education, training, and support programs offer opportunities for success for all those preparing for careers.

The Workforce System Encompasses All Stakeholders: The system is not merely WIOA programs. Rather, it is comprised of the work, resources, and unique capabilities of all organizations and individuals with a stake in building and maintaining a prosperous, competitive economy.

Long-Term Regional Collaboration: The Central California Workforce Collaborative (CCWC) is a manifestation of a partnership that has existed for nearly 40 years. This collaboration has led to many benefits through the joint efforts of the eight WDBs.

Economic Recovery is a Regional Workforce System Priority: In many ways, this four-year plan is a Recovery Plan. The region, and the local boards it represents, have never faced a task more daunting or more important. Agility, innovation, and perseverance will be required to ensure that businesses and job seekers thrive during what is likely to be an undulating economic recovery. The workforce development boards of the Central Valley are committed to this goal.

### ***Approach to and Context for Plan Development***

To support plan development, the region contracted with experienced consultants to design the stakeholder engagement process, analyze labor market and workforce data, facilitate community forums, and craft the language of the plan. Local board directors, managers, and staff were active during every stage of the plan development.

The Pall of the Pandemic: The onset of COVID-19 was not merely a factor in the development of this plan. It was the factor, as it profoundly impacted workforce system operations, staffing, communications, and relationships, along with the overall capacity of workforce professionals, system stakeholders, businesses and residents to easily

contribute to the plan. Still, as the region faced the prospect of developing a new four-year plan for the region, workforce leaders proceeded with purpose, recognizing their obligation to chart a course forward.

The development of the Regional Plan at this unique moment in history has led Central Valley workforce system leaders to take stock of projections for recovery from authorities such as Dr. Nicholas Christakis of Yale University, a renowned physician and social scientist who has studied the course of pandemics throughout history. Dr. Christakis suggests that pandemics are experienced across three phases: immediate, intermediate and post-pandemic. In the case of COVID-19, the immediate phase began in the U.S. last March. It is where we experience the biological shock of the virus and where shutdowns occur. With the availability of vaccines and progression toward herd immunity, this phase is expected to last through 2021. The intermediate phase, which may last through 2023, is where recovery begins to take hold and where communities, labor markets, and individuals continue to experience lingering psychological, social, and economic effects of the virus. The post-pandemic phase, which Dr. Christakis expects by 2024, will signal a return to “normal,” with the caveat that pandemics often result in profound and lasting changes. While we remain hopeful that the region’s businesses and workers will experience full economic recovery as quickly as possible, RPU leadership recognizes that the timeframe outlined above is possible and workforce programs will be ready to respond to regional and local needs under any circumstances.

Extensive Engagement with Stakeholders and the Community: The region relied heavily on input from workforce system stakeholders during the development of the SJVAC RPU PY 2017-20 Plan and its 2019 modification. Because of the sweeping effects of the public health crisis brought on by COVID-19, engagement with system partners, other stakeholders, and the community took on even greater significance than it has in the past. In collaboration with Local Board leadership, our consultants held a series of “forums” that engaged participants in discussions on topics about which they had unique insights. The forums posed questions aimed at eliciting responses to inform the content of this plan and the direction of regional strategies over the next four years. Questions posed to stakeholders, included, but were not limited to, the following:

- What Central Valley industries have been most affected by the pandemic?
- Which worker groups have been most impacted by the effects of pandemic - inexperienced/new workers, older workers, English language learners, others?
- For Valley residents, what are the main barriers to securing employment in jobs that pay middle class wages?
- What services are needed to put job seekers on a path to the middle class?
- Are some populations underserved by the workforce and education systems?
- What strategies or approaches could we pursue to make services more accessible and more appropriate for underserved populations?
- How could system partners better collaborate on improving services for vulnerable populations?



- What roles should the workforce system partners (business, education, workforce development boards and others) play in ensuring that career pathway training is developed and implemented?

Responses were remarkable in their depth, insight, and ingenuity. The RPU's PY 2021-24 Plan concludes with a series of regional "priority considerations" for the next four years, the majority of which were recommended by stakeholders during the community engagement process.

Coupling Data Analysis with Anecdotal Information: The regional partners believe that the labor market and workforce data analysis presented in this plan is sound. However, the onset of the pandemic has created many uncertainties with regard to projection that the data would typically suggest. Therefore, the content of this plan (particularly the priorities presented in Section VI and the "forecasting" narrative below), draws extensively from not just data analysis, but information, largely anecdotal, provided by system stakeholders.

### ***Forecasting the Work Ahead***

The Central Valley, along with the nation and the world as a whole, is likely to experience an unprecedented number of economic, labor market, workforce, social, and cultural changes that will affect every aspect of life, including the activities and focus of the workforce system. While precise changes are unknown, global experts, national leaders in the field of workforce development, and regional system stakeholders have suggested that they may include the following shifts<sup>1</sup> that the region should be prepared to address:

How We Work: A recent report from the McKinsey Global Institute predicts that 20 percent of workers (1 in 5) could end up working from home indefinitely. How this affects commercial real estate, work hours, teamwork, hiring, and a range of other factors remains to be seen.

Where We Live: If it is not necessary for workers to be within a commutable distance to an office or other workplace, they could, essentially, live anywhere. For the workforce system this raises myriad questions. Should job developers in Madera be outreaching to tech businesses in Palo Alto? Should West Hills College in Coalinga be ramping up new IT courses?

How We Learn: With thousands of Central Valley residents having participated in and warmed to distance learning over the past year, what are the implications for training that should be available through the workforce system? If online education is now an acceptable option for WIOA participants, is there a legitimate reason to exclude a virtual course offered by Eastern Maine Community College in Bangor in favor of one offered by Modesto Junior College?

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<sup>1</sup> Many of the references within this sub-section are excerpted or draw inspiration from the Heather Long's February 16, 2021 article for the Washington Post "Millions of jobs probably aren't coming back, even after the pandemic end – The United States needs to invest more in retraining workers, economists warn."

Need for Cross-Cutting Skills: While many economists believe that, over time, the U.S. will probably employ the same overall number of people that the nation had pre-pandemic, they predict that specific jobs people do are likely to change. Under that scenario, an emphasis on skills used across sectors and jobs (e.g., information technology, verbal and written communication, math and accounting, critical thinking) is more important than ever.

A Race to End the Digital Divide: With services of all kinds having become increasingly virtual during the pandemic, spending a significant part of our daily lives online is likely here to stay. To ensure that all individuals from all communities are able to participate, government, business, philanthropy and others must devise strategies to ensure access to broadband, hardware, and digital literacy skills.

Rapid Automation of Jobs: David Autor of MIT indicates that business automation is accelerating during the pandemic and that “once robots are in place, we won’t go back.” In October 2020, Chewy, an online pet food and supply company, opened its first fully automated fulfillment center in Archbald, PA. The facility employs approximately 10% of those working at other Chewy warehouses.

Shuttered Businesses/Lost Jobs: Economists warn that millions of jobs lost during the pandemic, including those at hotels and restaurants, are unlikely to come back.

Main Street in Peril: Small businesses have been hit especially hard by the pandemic, as they generally have fewer resources to take them through hard times. Minority-owned businesses have experienced significant losses in the Central Valley, as their customer bases have been disproportionately affected by the pandemic.

Decline in Business Travel: In November 2020, Microsoft founder-turned-philanthropist Bill Gates predicted that half of business travel would go away forever. Studies published since that time do not entirely disagree. What will this mean to jobs at airports, hotels, car rental companies, and other businesses throughout the Valley that cater to business travelers?

Less Brick-and-Mortar Retail: Online retail has boomed during the pandemic and in-person retail businesses (which were already in decline) throughout the region have closed in record numbers. Beyond store employees, people in security, maintenance, real estate and other occupations have lost their jobs as the result of store closures.

Lost Skills: Will the thousands of Central Valley workers who have been unemployed for months experience a loss of skills while away from work? What retraining might such workers need?

A Stalled Generation: Some high school and college students who were forced to quickly shift to online learning during the pandemic report learning at a slower pace with less rigorous curriculum than in traditional classrooms, resulting in possibly higher GPA's for

doing less work. Are these individuals prepared to enter the workforce? Will they be as prepared as necessary?

A Competitive Labor Market: In the months leading up to the pandemic, the need for talent by Valley businesses was so strong that individuals who traditionally had more difficulty securing employment (e.g., the re-entry population, mature workers, English language learners) were being hired more quickly than ever before. As employment slowly returns to pre-pandemic levels, it is likely that individuals with barriers will find the labor market much more competitive.

Just-in-Time Expectations: Businesses will slowly feel their way back during recovery. As opportunities for growth become available, many companies will find themselves in need of employees on short notice. The workforce system will need to implement strategies to quickly and efficiently source talent to these businesses. Can we respond fast enough to meet the needs of Business?

A Growing Equity Consciousness: The expectations of the nation are that all endeavors will commit to equity, diversity, inclusion and access for everyone. Will a changing and, possibly, unstable labor market make this commitment more challenging?

Impact of Climate Initiatives on Jobs: As government and business attempt to minimize the impacts of climate change on the environment, will some traditional jobs be lost as a result?

A Field Day for Entrepreneurship: Some economists predict that the re-opening of the economy will create opportunities for entrepreneurs seeking to start new businesses. Is the workforce system prepared to support these efforts?

A Massive Jobs Bill: The Biden administration's \$1.9 trillion relief package does not include funds specifically for retraining. However, many lawmakers are hoping to include retraining spending in legislation later in 2021. Are local workforce systems in the region prepared for a sudden and substantial influx of funding?

Lingering Effects of the Pandemic: We simply do not know what lies ahead. What will be the ongoing effects of the pandemic on workers, businesses and the economy? The workforce system is likely to be in a constant state of planning and pivoting over the course of this Regional Plan.

While the foregoing list of possible changes is far from comprehensive, these issues highlight the need for local workforce systems and regional initiatives to be agile, prepared to quickly change course, and capable of taking on challenges both familiar and never before seen. Priorities for consideration by regional workforce leaders and system stakeholders are summarized in Section VI of this plan.

## II. ANALYTICAL OVERVIEW OF THE REGION

The Regional Plan for the Central Valley provides an overview of the region's economy and workforce environment and describes collaborative strategies across the eight local workforce development areas. Leveraging external expertise, the SJVAC RPU has completed an analysis of the economic conditions and trends in the region as well as an analysis of the current workforce.

In the Fall of 2020, shortly after the State issued preliminary guidance on the development of PY 2021-24 Regional and Local Plans, Stanislaus County WDB, on behalf of the region, competitively procured the services of Resource Development Associates (RDA), a company specializing in research and analysis, particularly for the public sector, to conduct labor market and workforce analysis in areas required for regional planning. In February 2021, RDA published the results of this analysis in its [“San Joaquin Valley Regional Planning Unit Data Analysis”](#). As this report includes dozens of charts, tables, and other graphics illustrating the results of RDA's analysis, it is lengthy. Key portions of RDA's narrative and graphics are excerpted and comprise much of the analytic content of SJVAC RPU's four-year plan. The analysis in its entirety is accessible through the hyperlink above.

### ***Focus and Organization of RDA Analysis***

RDA conducted its analysis and organized findings within its report in alignment with preliminary State guidance, as follows:

- Analysis of the industries and occupations for which there is existing demand.
- Analysis of industries and occupations for which demand is emerging.
- Assessment of the employment needs of business, including knowledge, skills, and abilities required.
- Analysis of current employment and unemployment data, including labor force participation rates and trends in the region.
- Analysis of key labor market trends, including across existing industries and occupations.
- Analysis of the educational and skill levels of the workforce.

Based on final guidance published by the State Employment Development Department and the California Workforce Development Board, the above-listed analysis and assessment is sequenced in the order represented in the Table of Contents.

### ***Data Analysis Tools and Source Data***

To conduct its analysis, RDA utilized JobsEQ, a software that provides access to labor market data through various data sources, including, but not limited to, the Bureau of Economic Analysis, the Bureau of Labor Statistics, and the Census Bureau. JobsEQ allowed RDA to collect data specifically for the SJVAC RPU. We also supplemented

JobsEQ reports with data from the American Community Survey through the Census Bureau. The final section of RDA's analysis report provides a demographic portrait of the SJVAC RPU to provide further context to the data presented.

### ***RDA Statement on Data Analysis Limitations Resulting from COVID-19***

In acknowledgement of the effects of the pandemic, RDA provided the following summary of limitations on available data and the analysis presented in its report.

Since March 2020, the COVID-19 pandemic and subsequent shutdowns have caused major disruptions to California's and the Central Valley's economic activity, industry growth and output, and employment. The impacts of the pandemic were felt swiftly across the state, where unemployment climbed to a height of 16.2% by April 2020.<sup>2</sup> Throughout most of 2020, the economy has slowly improved across the SJVAC RPU, but continues to experience elevated levels of unemployment and labor market volatility due to the loosening and tightening of restrictions in response to changes in the pandemic.

Typically, during a recession, economic models look to past recessions with similar characteristics to forecast the recession's impact on employment, labor market and industry trends, and economic impacts. The COVID-19 recession is unprecedented in many regards. First, this recession itself is unique in that it is driven by a public health crisis rather than typical market drivers. Secondly, characteristics of this recession are somewhat unprecedented in terms of its unforeseen and sudden onset, the near immediate erasure of historically high employment levels and economic growth across the state, the depth of the impact on specific occupations and industries, and the uneven effect it has had across all industries and occupations. Lastly, the shift of the nearly two-thirds of the U.S. workforce to remote settings has also resulted in unevenly distributed impacts across workers, employers, industries, and regions<sup>3</sup>.

These factors have made typical economic models less reliable and, as such, forecasts of industry, occupational, and employment growth are less certain. The forecasts provided in this document do include COVID-19 recession as a variable and align with the general consensus that economic growth will accelerate over 2021 and the GDP will likely return to pre-COVID-19 levels by 2022<sup>4</sup>. That is not to say that the SJVAC RPU's economic data fully depicts the challenges regions have experienced since March 2020 or can predict with absolute certainty how the recovery across the SJVAC RPU will play out. It will likely take years to fully understand how this pandemic has impacted and transformed the local, regional, and state labor markets and workforce.

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<sup>2</sup> Employment Development Department, Labor Market Information Division, Report 400 C Monthly Labor Force Data for Counties April 2020, Revised. Data is not seasonally adjusted.

<sup>3</sup> Bloom, N. 2020. "How Working from Home Works Out". Stanford Institute for Economic Policy Research. Policy Brief. June 2020.

<sup>4</sup> Congressional Budget Office. 2021. An Overview of the Economic Outlook: 2021 to 2031. Retrieved February 2, 2021 from <https://www.cbo.gov/publication/56965>



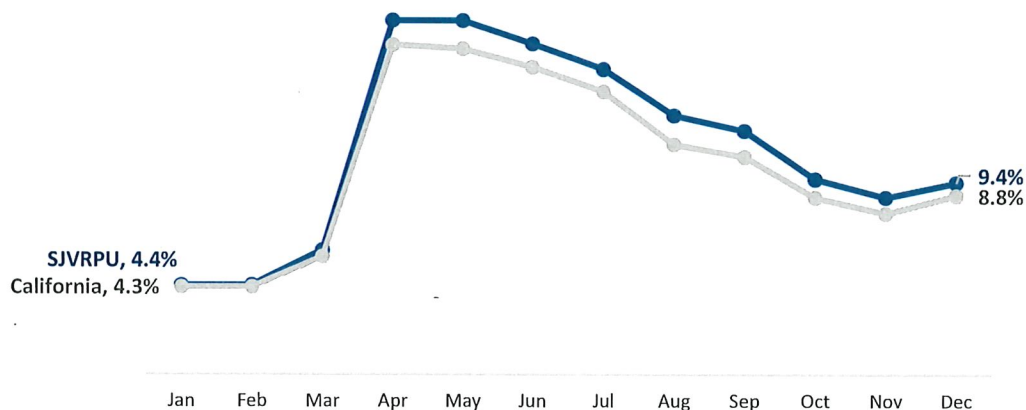
### Recommendations Accompanying RDA Analysis

Although the next few years are expected to bring recovery and growth across the state and the SJVAC RPU, there are still levels of uncertainty and change that may impact the region's industry and workforce. COVID-19 aside, the future of work is expected to experience dramatic changes over the next decade with growing trends towards remote work, shifting consumer demands, technological innovations, and automation of key occupations. The SJVAC RPU and the affiliated local workforce boards should continue to monitor micro and macro industry and occupational trends and look for opportunities to strengthen existing workforce investments, bolster career education pipelines, and develop a modern and in-demand workforce.

#### Analysis of Employment and Unemployment Data

In the beginning of 2020, unemployment rates were relatively low in the SJVAC RPU, on par with the unemployment rate across the State. With the onset of the COVID-19 pandemic, there was a sharp increase in the rate of unemployment at the regional and state levels in April 2020. The unemployment rate has decreased steadily since June 2020, although there was a slight uptick at the end of the year in December 2020.

**Figure 1. SJVAC RPU Monthly Unemployment Rate, 2020**



Source: California Employment Development Department, Local Area Unemployment Statistics, 2020. Data for December 2020 is preliminary. The data present is not adjusted for seasonality.

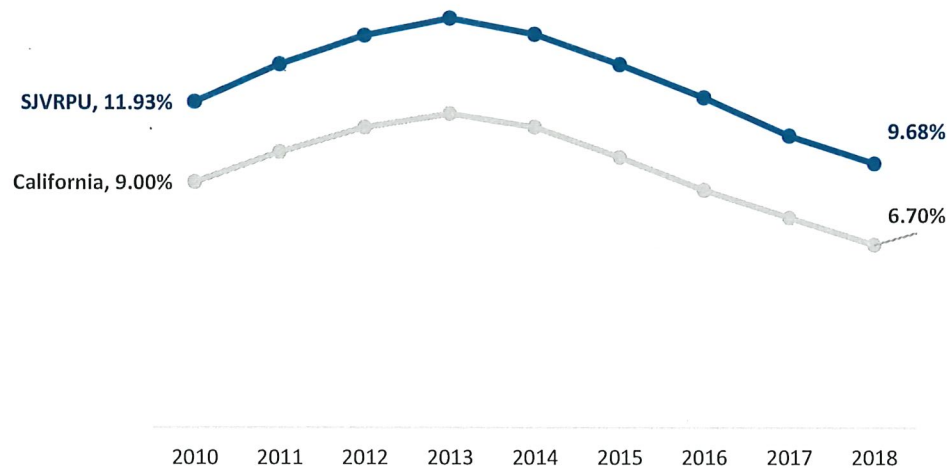
Table 1 provides an overview of unemployment rates by each of the SJVAC RPU's local workforce development areas as of October 2020. Unemployment is highest in Tulare County and lowest in Madera County.

**Table 1. SJVAC RPU Unemployment Totals and Rates by Region**

SJVAC RPU Local Region	Total Unemployed	Unemployment Rate
Tulare County	21,182	10.9%
Kern/Inyo/Mono Counties	41,592	10.5%
San Joaquin County	32,945	10.0%
Fresno County	41,673	9.3%
Kings County	5,257	9.3%
Merced County	10,852	9.3%
Stanislaus County	21,885	9.1%
Madera County	5,235	8.5%

Source: JobsEQ Labor & Wage Trends. Data as of October 2020.

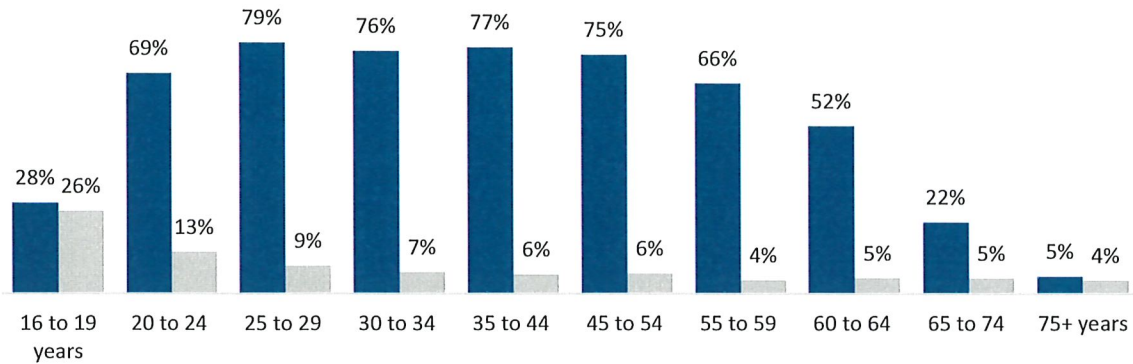
SJVAC RPU currently and historically has a higher unemployment rate than the overall state. Often recessions have larger impacts on the region and the region takes longer to recover. The non-seasonally adjusted unemployment rate is likely higher due to the seasonality of work in the agriculture industry.

**Figure 2. SJVAC RPU Unemployment Rate 2010-2018**

Source: JobsEQ Demographic Profile Unemployed, ACS 5-Year Estimates 2014-2018.

Figure 3, below, depicts labor force participation and unemployment rates by age groups in 2019. Labor force participation and unemployment by age groups follows the typical bell curve where employment is expectedly low among youth (16 -19) and young adults (20-24). Employment levels peak from ages 25 to 54 then begin to taper off at 55 with a considerable drop after age 64. Similar to state and national trends, unemployment rates are highest among youth and young adults and decline as age increases.

**Figure 3. SJVAC RPU Labor Force Participation and Unemployment by Age Group**



Source: ACS 1-Year Estimates 2019. Data unavailable for Inyo and Mono Counties.

**Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps**

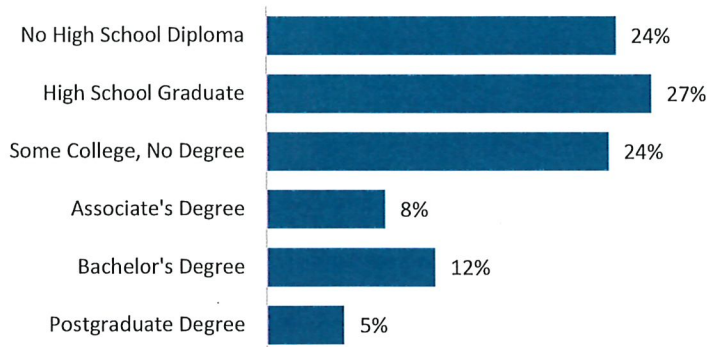
The analysis conducted by RDA includes both an assessment of education and skills levels of the regional workforce and an assessment of employment needs.

***Education and Skills Levels of the Central Valley Workforce***

To assess the education and skill level of the workers in the SJVAC RPU, RDA utilized demographic data from the American Community Survey, five-year estimates (2014-18) and examined awards and skill gaps data provided by JobsEQ. The majority of the region's population age 25-64 have not been awarded a college degree (75%). Only 8% of the region's population aged 25-64 has earned an associate degree, while 12% has earned a bachelor's degree and 5% has been awarded a postgraduate degree (see Figure 4). The unemployment rate is highest among those who have less than a high school degree (13%) and lowest among those who have earned a bachelor's degree or higher (3%, see Figure 5). Of the traditional college-aged population, those 18-24 years old, 60% are not enrolled in college or graduate school, 36% are enrolled in public school, and 4% are enrolled in private school (Figure 6).

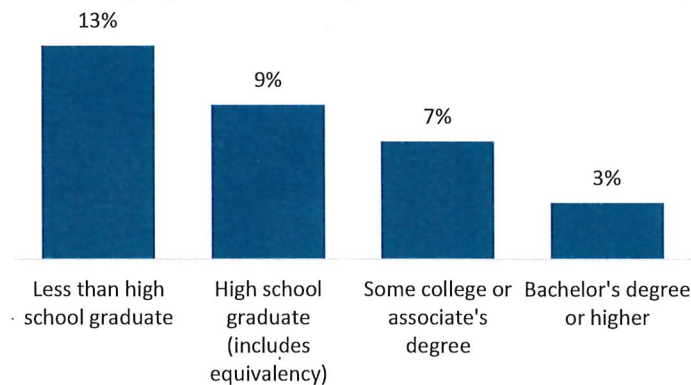


**Figure 4. SJVAC RPU Educational Attainment, Age 25-64**



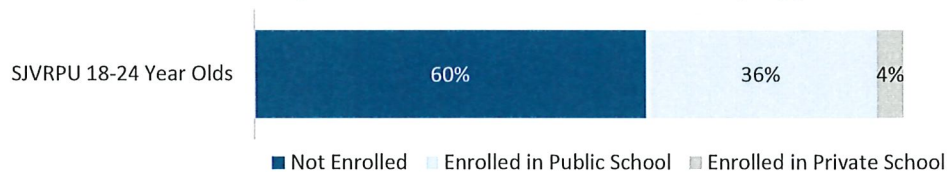
Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

**Figure 5. SJVAC RPU Unemployment Rate by Educational Attainment, Age 25-64**



Source: JobsEQ Demographic Profile Unemployed, ACS 5-Year Estimates 2014-2018.

**Figure 6. SJVAC RPU College/Graduate School Enrollment by Type, 18-24 Years**



Source: ACS 1-Year Estimates 2019. Data unavailable for Inyo and Mono Counties.

### ***Assessment of Employment Needs within the Region***

To assess employment needs, RDA measured occupational, skill, and awards gaps projected to across the SJVAC RPU's industries and occupations.

**Occupational gaps** are occupations where labor supply shortages are expected to occur. Gaps are calculated based on a forecast comparing occupation demand growth to the local population growth and the projected educational attainment of those residents.

Employers across the SJVAC RPU are anticipated to experience gaps in workers for specific occupations as shown in Table 2. For example, healthcare practitioners and individuals with skills in other technical healthcare occupations will be particularly hard to hire given existing shortages in these occupations and the level of education, training, certification, and licensure required for these roles. One of the largest awards gaps in the region is for registered nurses and seven of the top ten skills gaps are in health-related certifications.

Management roles also represent a large occupational gap and may also be difficult roles for employers to fill given that management roles are generally considered mid-career positions. Community and social services occupations, and education instruction and library occupations, are also occupational gaps that may be difficult to fill given the training and education required for these roles. Computer and mathematical occupations are expected to have a modest occupational gap. However, gaps in this occupational area may be easier to fill as technological occupations offer a wide range of roles across various levels of skills and experience.

**Table 2. SJVAC RPU Potential Average Annual Occupation Gaps Over 5 years**

SOC	Occupation	Annual Supply Gap	Current Employment	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Proj. Employment	Acc. Supply 2025	Acc. Demand 2025
29-0000	Healthcare Practitioners and Technical Occupations	(957)	82,933	1,073	4,959	6,032	93,661	16,435	21,219
11-0000	Management Occupations	(803)	99,769	817	8,960	9,777	107,944	27,388	31,401
13-0000	Business and Financial Operations Occupations	(399)	62,974	481	6,174	6,656	67,787	19,765	21,758
21-0000	Community and Social Service Occupations	(244)	32,343	580	3,687	4,267	38,142	12,310	13,528
15-0000	Computer and Mathematical Occupations	(163)	20,642	195	1,599	1,794	22,592	5,150	5,967
17-0000	Architecture and Engineering Occupations	(104)	16,171	91	1,307	1,398	17,078	4,206	4,728
19-0000	Life, Physical, and Social Science Occupations	(88)	12,066	109	1,172	1,281	13,152	3,628	4,069
31-0000	Healthcare Support Occupations	(50)	83,552	2,523	11,861	14,384	108,786	40,527	40,776
23-0000	Legal Occupations	(42)	8,405	65	550	615	9,051	1,906	2,114
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	7	16,675	76	1,877	1,953	17,435	6,025	5,989
49-0000	Installation, Maintenance, and Repair Occupations	34	53,558	317	5,374	5,691	56,723	19,301	19,130
25-0000	Educational Instruction and Library Occupations	74	111,418	343	10,217	10,560	114,849	36,677	36,304
33-0000	Protective Service Occupations	150	37,498	92	4,093	4,185	38,416	14,388	13,636



47-0000	Construction and Extraction Occupations	369	66,898	788	7,810	8,598	74,780	27,992	26,145
37-0000	Building and Grounds Cleaning and Maintenance Occupations	403	47,154	364	6,356	6,721	50,797	22,631	20,618
39-0000	Personal Care and Service Occupations	529	37,399	354	5,883	6,237	40,942	20,863	18,218
51-0000	Production Occupations	839	81,810	-40	9,737	9,696	81,408	36,442	32,246
43-0000	Office and Administrative Support Occupations	905	161,596	-124	18,438	18,314	160,355	65,587	61,063
53-0000	Transportation and Material Moving Occupations	1,390	162,135	1,146	21,339	22,485	173,600	76,809	69,859
41-0000	Sales and Related Occupations	1,734	133,587	77	19,245	19,322	134,356	69,496	60,826
35-0000	Food Preparation and Serving Related Occupations	2,416	115,243	1,367	20,733	22,101	128,915	74,311	62,230
45-0000	Farming, Fishing, and Forestry Occupations	2,827	160,837	1,378	27,239	28,617	174,620	94,149	80,016

**Skills gaps** are defined as the difference between the supply and demand for a skill. Positive gaps are surpluses of a skill and negative gaps represent a shortage of a skill. Skill supply is collected by JobsEQ from resume data; demand (openings) is collected from job ads.

Many of the in-demand skills in the SJVAC RPU are aligned to occupations where there is both current and forecasted demand. For instance, power tools and heavy equipment operation are skills valued in the construction and extraction industries and related occupations. Other skills, such as Microsoft Office and Excel, are in high demand because they are valued in multiple industries and occupational sectors (Table 3).

**Table 3. SJVAC RPU Gaps in Hard Skills for All Occupations**

Skill	Number of Candidates	Number of Openings	Gap
Mathematics	3,940	5,818	-1,878
Spanish	8,927	10,548	-1,621
Microsoft Office	9,788	11,319	-1,531
Microsoft Excel	12,900	13,874	-974
Teaching/Training, Job	2,415	3,325	-910
Mechanical	2,535	3,389	-853
Teaching/Training, School	5,167	5,997	-830
Forklifts	4,908	5,666	-758
Microsoft Outlook	5,259	5,957	-697
Manufacturing	2,197	2,625	-428
Power Tools	1,399	1,647	-249
Lean Six Sigma	238	487	-248

Working with Children	261	496	-235
Barcode Scanners	321	524	-203
Heavy Equipment Operation	508	688	-180
Automated External Defibrillators (AED)	399	573	-174
Presentation	1,379	1,539	-160
Purchasing	545	703	-158
Personal Computers (PC)	353	505	-152
Microsoft Access	451	602	-151
Calculators	134	277	-144
Budgeting	344	477	-133
Mandarin	70	202	-132
Accounting	915	1,044	-129

Source: JobsEQ Skill Gaps in SJVAC RPU. Data as of 2020Q2; openings and candidate sample compiled in July 2019.

**Awards gaps** show the difference between the number of educational awards (which are post-secondary certificates or degrees) and the occupation demand in the region for which each award is required. Negative values represent a shortage of degrees being awarded to meet the demand for the occupation. The positive values represent the surplus of awards, indicating the number of awards is greater than the target range of demand.

Gaps also exist between the number of awarded degrees in the region and overall employment demand by occupation. Table 4 demonstrates the awards gaps that are forecasted for SJVAC RPU that will feed into the occupations that are in-demand. The target range includes the US Awards Benchmark and the Annual Demand. Business and financial operations occupations will see an awards gap of 1,018 and healthcare practitioners and technical operations will see a gap of 814 awards. There will be a surplus of awards granted that feed into arts, design, entertainment, sports, and media occupations.

**Table 4. SJVAC RPU Awards Gaps**

SOC	Occupation	Award Gap	Awards	Annual Demand	US Awards Benchmark
13-0000	Business and Financial Operations Occupations	(1,018)	1,111	6,579	2,129
29-0000	Healthcare Practitioners and Technical Occupations	(814)	4,371	5,895	5,185
15-0000	Computer and Mathematical Occupations	(145)	930	1,768	1,075
19-0000	Life, Physical, and Social Science Occupations	(129)	1,135	1,264	1,626
25-0000	Educational Instruction and Library Occupations	(101)	7,073	10,508	7,174
41-0000	Sales and Related Occupations	(65)	100	19,308	166
17-0000	Architecture and Engineering Occupations	(62)	1,180	1,387	1,241
23-0000	Legal Occupations	(39)	296	607	335
35-0000	Food Preparation and Serving Related Occupations	(18)	163	21,738	181

37-0000	Building and Grounds Cleaning and Maintenance Occupations	(6)	43	6,652	49
11-0000	Management Occupations	0	7,309	9,656	6,584
21-0000	Community and Social Service Occupations	0	3,436	4,146	3,217
31-0000	Healthcare Support Occupations	0	3,946	13,703	1,590
33-0000	Protective Service Occupations	0	2,575	4,163	1,459
39-0000	Personal Care and Service Occupations	0	4,380	6,156	1,531
43-0000	Office and Administrative Support Occupations	0	1,736	18,269	798
45-0000	Farming, Fishing, and Forestry Occupations	0	378	28,306	302
47-0000	Construction and Extraction Occupations	0	327	8,453	261
49-0000	Installation, Maintenance, and Repair Occupations	0	1,826	5,641	1,081
51-0000	Production Occupations	0	637	9,679	535
53-0000	Transportation and Material Moving Occupations	0	670	22,271	319
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	0	2,479	1,938	1,655

Source: JobsEQ Award Gaps by Occupation in SJVRPU. Data as of 2020 Q2; excludes awards from online schools.

### Analysis of Industries and Occupations with Existing and Emerging Demand

RDA's analysis takes into account both existing industry and occupational demand and demand that is emerging throughout the region.

#### Existing Demand

To understand current demand across both industries and occupations, RDA assessed the following indicators:

- **Percent employment** (level of employment) demonstrates the portion of total employment by an industry or occupation for the SJVAC RPU and reflects the level of demand based on the proportion of employment in a given industry or occupational group.
- **5-year annual growth** (job growth) shows the overall employment trend in an industry or occupational group. This measure uses historical employment data based on moving quarterly average to calculate the average annual increase or contraction of employment in a specific industry or occupational group over a five-year period.
- **Location Quotient** is measure of the relative size or concentration of the region's industries or occupational group's employment compared to the national average.

**Industries with Existing Demand:** In the SJVAC RPU, transportation and healthcare and social assistance are the industries with highest percent employment, job growth, and concentration of sector employment (also referred to as location quotient or LQ). All of the priority sectors, with the exceptions of energy and manufacturing, are industries with a high demand for workers.

- *Healthcare and social assistance* is one of the largest employers in the region and will likely continue that trend based on historical growth and the expanding need for healthcare services that is being driven by both demographics, an aging population across the region, and a large expansion of access to healthcare insurance beginning in 2014 with the Affordable Care Act.
- *Transportation and warehousing*, while encompassing a smaller share of the workforce, has grown by 8.3% per year and has a high concentration of workers compared to national trends. The growth in this sector is likely driven by the expansion of online shopping in the past decade.
- *Construction* accounts for about 5% of all jobs across the region and has grown at 3.1% over the past three years reflecting high demand. While the construction industry's LQ suggests a lower concentration of construction jobs in the region compared to the national averages, the high percentage of employment in the region and healthy growth point to an existing high demand for workers in this industry.
- The *public administration and education* industries account for a wide swath of the employment across the region (6% and 10% respectively). Both of these industry sectors experience high employment, concentration of jobs, and job growth. As these industries are made up largely of directly or indirectly publicly led and funded agencies, services, and programs, growth in these sectors are heavily driven by tax revenues, demographics, and legislation.
- *Agriculture* makes up a large percentage (13%) of employment and the region has ten-times the number of workers compared to the national average. This is likely being driven by the San Joaquin Valley being one of the leading agricultural producing regions in the world. The low growth in agriculture is likely being driven by automation and technological advances that reduce the number of workers needed as well as geographic limitations on expansion of current agricultural output. Despite the low growth, the seasonality of agriculture employment combined with outsized portion of total employment and LQ indicates that there is employment demand.
- Data from the *Manufacturing* industry suggests moderate to low demand for workers. While manufacturing does account for 7% of the jobs in the SJVAC RPU, these are largely in the agricultural food processing subsectors. The LQ suggest concentration of jobs of in the region below the national average and the industry has experienced negligible job growth over the past five years. This tracks with a national contraction trend for employment in manufacturing where the industry accounts for 8% of all employment but has seen only 0.3% in annual job growth over the past five years.



*Accommodation and food services* and *retail* are often interconnected service industries that account for a large portion of employment in the region (respectively 10% and 7%). While jobs in accommodation and food services have grown at an annual rate of 0.8%, the retail industry has experienced a contraction in job growth at a rate of -0.3% annually. The contraction in retail jobs is likely being driven by multiple factors including growth in online retail and regional economic trends. However, the size of total employment in these industries suggest there is ongoing demand for workers.

Occupations with Existing Demand: To understand occupations with existing demand, RDA used similar indicators (% employment, LQ, and annual growth) to assess demand by two-digit SOC occupations. Table 5, below, depicts SJVAC RPU occupations with moderate to high demand as of Q2, 2020. For the most part occupational employment demand is similar to employment demand by industry with healthcare, social services, and transportation and warehousing showing the strongest employment demand.

**Table 5. SJVAC RPU Occupations with Existing Employment Demands, 2020 Q2**

Occupation	% of Total Employment	LQ	5-year Annual Growth Rate.	Employment Demand
Healthcare Support Occupations	5%	1.18	5.2%	High Demand
Community and Social Service Occupations	2%	1.17	3.5%	High Demand
Transportation and Material Moving Occupations	10%	1.22	3.1%	High Demand
Healthcare Practitioners and Technical Occupations	5%	0.90	2.6%	High Demand
Farming, Fishing, and Forestry Occupations	10%	15.59	0.6%	High Demand
Educational Instruction and Library Occupations	7%	1.23	1.8%	High Demand
Protective Service Occupations	2%	1.07	2.1%	High Demand
Construction and Extraction Occupations	4%	0.90	1.6%	Moderate Demand
Installation, Maintenance, and Repair Occupations	3%	0.87	1.3%	Moderate Demand
Management Occupations	6%	0.96	0.9%	Moderate Demand
Food Preparation and Serving Related Occupations	7%	0.89	0.6%	Moderate Demand
Business and Financial Operations Occupations	4%	0.71	1.9%	Moderate Demand
Office and Administrative Support Occupations	10%	0.79	0.3%	Moderate Demand

Source: JobsEQ Occupation Snapshot, 2020Q2 based upon a four-quarter moving average, ranked by Percent of Total Employment. Proportion of total employment is calculated out of a total of 1,604,661 employed in the region.

### ***Emerging Demand***

To assess emerging demand across regional industries and occupational sectors, RDA assessed the following indicators based on a four-year forecast:<sup>5</sup>

- ***Total Demand*** is the number of jobs demanded in the industry or occupation over the number of forecasted years. Total New Demand is the sum of Exits, Transfers and Employment growth, which are defined as follows:
  - ✓ Exits is the number of workers forecasted to leave the workforce.
  - ✓ Transfers is the number of workers expected to transfer from one industry to another.
  - ✓ Employment Growth is the forecasted number of new jobs that are expected to be created.
- ***Annual % Growth*** is the forecasted average annual employment growth in a given industry or occupation.

Emerging Demand Industries: Over the next four years, healthcare and social assistance is expected to continue to be an industry centered around job demand. The projected job growth in this industry is estimated at 1.9% annually. Similar to current demand, construction, transportation and warehousing, agriculture, and accommodation and food services area also expected to continue to grow over the next four years.

Other notable emerging industries include:

*Professional, scientific, and technical services* industry is a much smaller industry in terms of employment that is showing signs of emerging job growth over the next four years. From 2015-2020, this industry in SJVAC RPU had negligible growth (0%) but is expected to grow modestly at an annual rate of 0.9% over the next four years.

*Mining, Quarrying, and Oil and Gas Extraction* is an industry where new demand is projected to emerge with the second highest growth projection of 1.2%. It is unclear what is driving this as historically this industry contracted by -6% over the past five years. Similar to the oil and gas markets, job demand seems highly volatile in this industry.

Emerging Demand Occupations: Job demand is expected in various occupations across the SJVAC RPU. In particular occupations within the *healthcare and social assistance* industry are expected to continue to grow over the next four years. It is also forecasted that there will be demand for workers in occupations in the following sectors:

- Food preparation and serving

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<sup>5</sup> Forecast employment trends is based on projections from the Bureau of Labor Statistics, forecasts for **2018-2028**, adapted for regional growth patterns by JobsEQ.



- Construction and extraction
- Personal care and service
- Farming, fishing, and forestry
- Transportation and material moving

Each of these areas are expected to have positive job growth as an annual percentage and large total employment growth over four years. In addition, most occupations in these industries offer both entry-level and mid-career employment opportunities.

### **III. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT**

Labor market information and intelligence gathered from representatives of businesses in priority sectors help to inform the content and quality of local and regional workforce programs.

#### **In-Demand Industry Sectors for the Region**

Under the SJVAC RPU's PY 2017-20 Regional Workforce Development Plan, the partners selected the following sectors as priorities:

- Advanced manufacturing
- Construction (including public infrastructure)
- Energy (including green energy)
- Healthcare
- Transportation and logistics
- Agriculture

The SJVAC Regional Plan continues to prioritize these sectors due to their prevalence within the region, and predicted strength when full economic recovery is realized. As noted in the region's last plan, while manufacturing and energy do not show significant growth, there is demand for workers in these industries based on worker replacement considerations (manufacturing) and subregional demand for workers (energy).

Additional sectors show emerging growth and opportunity to create significant numbers of jobs. The following is a summary of key data pertaining to the region's priority sectors and related occupations, which is drawn principally from RDA's analysis.

Despite recent economic challenges due to the COVID-19 pandemic, data indicates that the SJVAC RPU is situated to grow economically over the next five years. Unemployment has decreased over 2020 and will likely continue to drop to near pre-COVID-19 levels over the course of 2021. The region has many of the ingredients needed for healthy economic growth: a large working age population and a high rate of workforce participation, historical and forecasted growth across a diverse mix of industry sectors, job demand across a range of occupations with varying education or training requirements, and an economy that offers opportunities to workers at various stages of

their career. While many industries are forecast to continue to grow modestly over the next five years, a large portion of economic growth and job development in the SJVAC RPU is situated in a handful of sectors, specifically within healthcare, transportation and warehousing, and construction.

The *healthcare* industry is the largest generator of jobs for the SJVAC RPU and is expected to continue to grow at a rate of 3.6%. Occupations in healthcare support, healthcare practitioners, and social service providers are all projected to grow over the next five years and have a higher demand for qualified workers than the available regional labor supply. Given the growth and demand in this industry/occupational sector, investment in the region's healthcare career technical education pipeline should remain a priority for the region's workforce development partners.

The *transportation and warehousing* industry and related occupations represent a unique opportunity for the region. The growth of this industry and associated occupations have demonstrated high growth (8.3% annually) over the past five years and has a higher-than-average local demand. This trend is likely driven by several factors including growth of online shopping and ecommerce with notable growth during the pandemic as well as the SJVAC RPU's strategic location along California's main transportation corridor and availability and affordability of land for developing large distribution centers. Many of the occupations in this sector are entry-level, but they do offer decent wages and are opportunities for job seekers entering or reentering the workforce or job seekers that experience barriers to employment.

The *construction industry* is also expected to continue to experience healthy job growth at a rate of 1.1% annually. Similarly, construction-related occupations are also expected to add over 3,000 jobs to the region and grow at a rate of 1.2% annually. This trend will likely be driven by construction projects in both the Central Valley as well as large urban areas adjacent to the SJVAC RPU such as the San Francisco Bay Area and potentially the Los Angeles region.

As indicated in the preceding section, while data from the *Manufacturing* industry suggests moderate to low demand for workers, it remains a priority for the Central Valley. It accounts for 7% of the jobs in the RPU, which are largely in the agricultural food processing subsectors. Ties to agriculture make the sector a priority for the region.

*Energy production industries and subsectors* include employment in either the mining, quarrying and oil and gas extraction industry sector and the utilities sector. While these sectors are much smaller, more volatile, and situated across multiple sectors, they are a strategic industry for the region given the growth potential for renewable (solar) energy as well as the contributions the industries make to the local economies in terms of employment, career opportunities, and tax revenue. Combined, both of these sectors account for only slightly over 1% of total employment, however, it is an industry that has a high Location Quotient (LQ) and has demonstrated outsized growth in certain subsectors. The solar power generation subsector in particular is likely to continue to grow. While it only employs around 250 workers currently, it has an LQ of 5.83 and

employment growth over the past five years was 36.8% annually. It is projected to continue to grow at 3.8% annually over the next three years. This is likely being driven by the growth of solar farms across the region over the past decade and the growing popularity of and investment in renewable energy. On the other hand, employment in oil and gas extraction is far more common than renewable energy generation and likely driven by the extensive oil and gas operations in Kern County. However, historically employment growth in the sector is quite volatile and is expected to contract over the next three years at about 1% annually. While the U.S. economy is still highly invested in fossil fuels, it is reasonable to expect a gradual decline of employment in the oil and gas extraction subsector over the next five to ten years. It is also important to note that the average salaries in the utilities and extraction sectors far outpace the region's average annual salary with an average salary of \$108,139 and \$101,026, respectively.

*Agriculture* will continue to be a behemoth in terms of the total percent (13%) of employment for the region. However, job growth in agriculture is expected to be flat or slightly contract. This is likely due to both advances in agricultural technology and the use of automation that reduce labor demand as well as geographic limitations on farmable terrain. It is also worth noting that agriculture jobs are often labor intensive and offer some of the lowest wages in the region. However, for the foreseeable future, agriculture will continue to account for a significant percentage of employment across the region.

RDA's analysis noted that there are several industries and occupations within the SJVAC RPU that are potentially new and emerging opportunities that workforce partners may want to consider developing career education pipelines in. Industries with potentially emerging job growth are *professional scientific, and technical services and mining, quarrying, and oil and gas extraction*<sup>6</sup> industries. From an occupational standpoint, there is a growing occupational demand in protective services specifically for security guards as well as a notable demand for installation, maintenance, and repair occupations. It is also worth noting that these are careers that offer sustainable wages and have less demanding training requirements for entry.

The *retail trade and accommodation and food services industries* have experienced outsized employment contractions due to COVID-19. While a rebound is expected once social distancing measures are fully lifted, it is unclear if these industries will rebound to pre-COVID-19 employment levels. As a large share of the retail economy has shifted to online sales, it is not clear the extent to which this sector will return fully to a brick-and-mortar economy. Retail has historically been a large generator of entry and mid-level jobs; a permanent contraction in this industry and occupation could impact employment trends especially for entry-level jobs. While the accommodation and food services industries and occupations have also seen a contraction over 2020, it is unclear if pre-COVID-19 employment levels will resume in this industry.

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<sup>6</sup> This is industry demand is largely concentrated in Kern County.

**Sector Initiatives**

There are fully developed sector-focused career pathway programs in the Central Valley, many of which were developed based on specific requests from and input by industry. Other initiatives are emerging. While many of these sector initiatives already cross local boundaries, others are suitable for scaling up throughout the region. Examples of current and anticipated sector initiatives include:

***Healthforce Partners - Healthcare***

The healthcare sector in the Northern San Joaquin Valley needs qualified workers. Community residents want to pursue healthcare careers. To achieve these compatible goals, healthcare employers, educators, workforce development professionals, and community leaders worked together to launch an innovative partnership: HealthForce Partners Northern San Joaquin Valley. The mission is to serve as a catalyst to improve career pathway opportunities for community residents and to increase the supply of skilled healthcare workers. HealthForce Partners brings together leaders from healthcare, education, and workforce development to develop strategies that meet the needs of the region's employers and expand educational and work opportunities for community residents. The partnership convenes key stakeholders to identify workforce gaps and develop solutions to address them. Programs include, but are not limited to:

Registered Nursing, Certified Nursing Assistant, Medical Assistant and Behavioral Health.

***Tulare - Kings Health Care Partnership – Healthcare***

This industry-driven partnership addresses the workforce, education, training, and competitiveness needs of the healthcare industry in Tulare and Kings counties. Established in 2009, it has 6 participating organizations representing over 9,000 employees. The partnership hosts an annual exploratory career conference for high school students, plans and facilitates an annual teacher externship event, and works to address industry pipeline needs through ongoing partnerships with education and workforce development. Tulare County WIB provides staffing support for this partnership.

***South Valley Industrial Collaborative - Manufacturing***

The South Valley Industrial Collaborative (SVIC) is a partnership for community excellence that provides a platform to build industry-led, industry-driven, and community-supported partnerships to strengthen economies in the South San Joaquin Valley. This partnership grew out of an Industrial Advisory Board for which the WIB provided staffing support. It is now an industry controlled 501(c)(6). The South Valley Industrial Collaborative provides a sub-regional platform for San Joaquin Valley industry and businesses to collaborate and connect with regional, state and national partner organizations to support the region's efforts to become a globally competitive location for manufacturing and industrial jobs. Key priorities for the SVIC Focus Teams: are Talent

Acquisition, Development & Retention; Policies and Regulations Impacting Business; and Infrastructure.

### ***Tulare - Kings College and Career Collaborative – Multiple Industries***

Workforce boards from Tulare and Kings counties co-facilitate a workgroup to strengthen and scale industry partnerships. This year, the workgroup has prioritized the launch of three regional industry-advisory boards to connect education and industry. Workgroup members include representatives from chambers of commerce, k-12, post-secondary, and workforce development. Volunteers have agreed to staff and support the advisory groups, develop an industry-focused structure, participate in facilitation of training, and launch three regional advisory boards - Business and Finance; ICT; and Arts, Media, and Entertainment. The workgroup is also considering advisory boards for Manufacturing and Product Design and Building Trades and Construction.

### ***Biomethane Production – Green Energy***

The Central Valley has seen substantial renewable energy production and infrastructure construction over the last five years. One area that is evolving and on the cusp of moving from small independent operations to more commercial production is biomethane producing anaerobic digesters, which use organic matter (dairy manure was the first) to produce two key products: renewable biomethane that is fed back into the grid through current infrastructure and remaining organic matter that is used as a natural fertilizer for agriculture. Growth is being spurred by new regulations. Specifically, the Mandatory Commercial Organics Recycling provisions put in place in 2016 under AB 1826 which phased up in September 2020. These provisions require all businesses with more than 2 cubic yards of solid waste to recycle a minimum of 50% of their organic waste, rather than dispose of it in the land fill. This has created a secondary market for the purchase of organic wastes which supports transport, builds supporting equipment, and provision of supporting infrastructure from SCE and PG&E. The first large scale projects in the upper and lower parts of the Central Valley (complexes at least 100 acres each) are now halfway through their feasibility studies. The workforce system is ready to begin to provide training and placement services to support this emerging energy subsector.

### ***Valley Build – Construction***

The SB-1-funded Valley Build High Road Construction Careers (HRCC) project is led by the Fresno Regional WDB and serves an expansive region that includes the following fourteen (14) counties: Alpine, Calaveras, Fresno, Kings, Inyo, Kern, Madera, Mariposa, Mono, Merced, San Joaquin, Stanislaus, Tulare, and Tuolumne. The project provides inclusive access to MC-3 pre-apprenticeship training and related services that enable individuals from all backgrounds to qualify for employment and acceptance into apprenticeships in the skilled building and construction trades. A goal of the project is to build a network of community partners throughout the region to promote Valley Build and to recruit target candidates for pre-apprenticeship training.

**IV. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS**

Workforce system leaders throughout the Central Valley fully support the State Plan's focus on ensuring that workforce and education programs are accessible for all Californians, especially populations who experience barriers to employment. The region is committed to promoting access for everyone to training and services needed to prepare for careers that offer opportunities for long-term economic self-sufficiency and economic security.

**Working with Businesses that Provide Quality Jobs**

The eight local boards all focus on identifying businesses that pay competitive wages and offer benefits and matching qualified job seekers to openings with these businesses. Still, the nature of our work requires local workforce systems to assist job seekers from a wide range of backgrounds with varying levels of skills and experience. Local boards' strategies concentrate on the use of career pathway programs to train and prepare job seekers to become competitive candidates who qualify for good jobs that are commensurate with their skills and experience. Job placement on a path to a high road job is the first step for many participants.

***High Road Jobs Strategy***

The local boards have prioritized sectors that represent high demand, high wage jobs. Such jobs exist in healthcare, logistics, construction, manufacturing and other industries targeted by the region. Companies in these sectors that pay the highest wages and offer best overall packages to employees are those that are highly competitive and/or have unique positions within the economy. They include large companies, utilities, public agencies, and businesses whose workers are represented under collective bargaining agreements, among others. There are also small and medium sized businesses that offer very attractive wages and benefits in an attempt to secure the best talent so the businesses can grow and to fare better in the marketplace. As stated above, the local workforce system targets these companies and refers candidates who are qualified for available jobs. Because many of the job seekers we work with have limited work experience and entry-level skills, local boards also work with a wide range of other businesses, including those with jobs paying lower wages and offering fewer benefits. These jobs are not intended to be jobs with no potential for advancement. Rather, for job seekers on a career path, they provide the opportunity to gain experience, build their resumes, and put skills (including those that are newly acquired as the result of training) to work in a competitive work environment. The jobs are a step on a career path to high skilled, high wage, high road jobs.

***Focus on Career Pathways***

The SJVAC RPU boards offer regional career pathway strategies that begin with information. Career Pathways information is available through a regional initiative that culminated in the development of a website, [www.careersinthevalley.com](http://www.careersinthevalley.com), which

encompasses the SJVAC RPU. Job seekers engage in career exploration that informs their choices about the jobs and careers they want to train for and increases their knowledge about training, skills, and experience necessary for these jobs and careers. For example, healthcare is the sector with the highest demand for jobs in the Central Valley and it provides a range of career ladder and career lattice opportunities. Most job seekers do not come to the one-stop system with skills that will enable them to become a Registered Nurse (RN) within a year. However, there are less skilled positions that can be trained for in that timeframe. Workforce system participants understand the steps necessary to move from a Certified Nursing Assistant position to that of RN. It is part of the career path they have selected. The entry-level job and the wages its pays are a stop on the way to the destination.

### ***Promoting Job Quality***

The local boards promote job quality by looking for the best job matches for participants at all skill levels. They also do so through their investments, such as focusing on on-the-job training positions that pay wages above a certain level and only approving training that prepares individuals for high demand jobs in priority sectors. There is no structure through which a “region” can adopt policy. Policy is the purview of workforce development boards. Workforce leadership will continue to engage board members in discussions about job quality to determine what fits best with the policy framework of their local workforce systems.

## **Shared Target Populations and Targeted Service Strategies**

While the SJVAC RPU covers a massive geographic area representing about one-fourth of California’s geography, there are many commonalities throughout the region, including populations that are most in need of workforce services. The region’s ability to identify shared populations and develop common strategies to meet the needs of these job seekers is enhanced by the WDBs’ commitments to collaboration that are described in Section V of this plan.

### ***Shared Populations***

Across the entire region, target populations include English language learners, individuals who lack a high school credential, those who are basic skills deficient, CalWORKs recipients, individuals with disabilities, formerly incarcerated individuals, non-custodial parents with child support enforcement orders, disconnected youth, and veterans. At a sub-regional level, there are also target groups shared by two or more boards. For example, boards in the northern part of the Valley serve many individuals who become commuters to jobs in the Capital region and the Silicon Valley. Counties which are home to the Valley’s largest cities are increasingly focused on working with homeless and housing insecure individuals and families. Also, five of the region’s boards are participating on a grant addressing individuals experiencing opioid addiction. Local boards agree that many served by their workforce systems have multiple barriers to employment.



***Targeted Service Strategies***

The region's local boards use many of the same strategies to address the needs of target populations. Often, due to distance factors, these are common strategies among the local boards, rather than systems that share providers or services. Joint grants in which multiple boards participate (e.g., Prison to Employment, Disability Employment Accelerator, VEAP) offer opportunities to apply common service strategies for target populations. One example is the use of Navigators across many grants. This strategy has proven successful in working with job seekers with disabilities, English language learners and other vulnerable populations. Moving forward, regional workforce leaders expect many opportunities to identify services strategies that may be effective for target populations across many local areas. As the boards address workforce needs during economic recovery, issues will likely arise that require new approaches that could be developed regionally and implemented locally.

**Working with Businesses and Training Providers to Ensure that Historically Unserved and Underserved Communities have Equal Access**

Each of the local boards represented by the SJVAC RPU supports and promotes equal access to all services and activities of its local workforce system. As such, workforce leaders and system staff will continue to use and will improve upon messages that communicate our commitment to equity.

***Promoting Equal Access***

The workforce system relies on required system partners, community-based organizations, local government, economic development, education and training providers, and local businesses to achieve the goals and performance objectives of WIOA and related programs. Working together effectively requires that stakeholders share common principles that guide their work. While it is our hope that all partners are fundamentally committed to providing equal access to opportunities for services, training, and employment, it is our intention to ensure such access exists. Clear and consistent information and messaging is key to increasing the shared commitment all of stakeholders to providing equal access for all job seekers. The Central Valley is wonderfully diverse in terms of ethnicities, nationalities, religions, cultures and languages. The power of this diversity provides a platform for local boards to communicate to providers and businesses the importance of equal access in all transactions. Each local board has and will continue to adopt its own approaches to promoting equity, leveraging ideals, values, and messages that resonate in the communities they serve.

***Workforce System Commitment to Equity***

As expressed in the introduction to this plan, the region's workforce leaders are committed to equity, diversity, inclusion and access in every aspect of their operations and programs. Several of the local boards have included within their PY 2021-24 Local Plans their intentions to communicate the workforce development board's position on equity. In many



cases, this may be in the form of a formal policy. As stated above, there is no structure for the adoption of policy at a regional level. However, it is possible that the boards can share their local-level efforts, and that a protocol for workforce system equity can be developed that would provide a framework for all boards as they consider the adoption of policies related to equity.

<b>V.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>
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As described, the workforce development boards of the Central Valley have a long history of collaborating on sector strategies, initiatives serving key groups, and on the design, development, operation and administration of successful workforce programs regionally and sub-regionally. Local boards within the region consistently strive to use limited resources as effectively as possible. The following is an overview of current and potential future efforts to achieve regional coordination and alignment of services, systems and strategies.

<b>Regional Service Strategies</b>
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Regional agreements, strategies and initiatives include the following:

***Central California Workforce Collaborative Regional Agreement***

For nearly a decade, the boards that comprise the SJVAC RPU have had a memorandum of understanding (MOU) in place that provides a framework for collaboration among the local boards and creates opportunities to coordinate, especially with regard to special projects and initiatives that cross local area boundaries. The purpose of the MOU is to maintain cooperative and mutually beneficial relationships. The MOU describe CCWC members as “a confederation of equals.” The CCWC operates under a general working structure, rather than as an entity. Both the current and prior MOUs stress the importance of collaboration with regard to securing regional funding and the leveraging of resources to strengthen the workforce system throughout the Central Valley. The MOU emphasizes the independence of the eight boards and the fact that all parties agree to respect one another’s organizational practices and management structures in the execution of collaborative activities. The agreement empowers the boards to: develop and implement collaborative efforts at a regional and sub-regional level; conduct formal and informal meetings under the CCWC name to discuss best practices; utilize the CCWC name in sponsorship materials for third party organizations; and, project by project, designate local workforce development boards as the “lead agency” for regional and sub-regional initiatives. Furthermore, the CCWC MOU establishes a format for meetings, which may be held in person, via electronic media, or through conference calls, and for keeping minutes of scheduled meetings. Responsibilities for organizing meetings rotate among the boards. The agreement is periodically reviewed and updated, confirming the value that the boards place on cooperation and bringing greater capacity and resources to the region.

### ***Central Valley Industry Engagement Roundtable***

Supporting regional and local efforts to serve business is the Central Valley Industry Engagement Roundtable (CVIER), which includes participation by all eight local boards in the Central Valley and Mother Lode WDB. Also participating in CVIER are EDD, the Small Business Development Center, the California Workforce Development Board, and the California Labor Federation. The group meets monthly to coordinate messaging and discuss rapid response and other strategies for the region. CVIER members have identified needs to increase staff knowledge about labor market information, Incumbent Worker Training, rapid response services, and sector partnerships.

### ***Regional and Sub-Regional Grants***

One of the longstanding benefits of collaboration among local boards in the Central Valley has been jointly securing competitive grants. Based on the focus of the proposed projects, collaborative grants may include participation by WDBs throughout the region or as few as two local boards. Recent examples of regional and sub-regional grants include:

- Veterans Employment Assistance Program: Stanislaus County (lead), Madera County, Merced County and San Joaquin County WDBs. (pending award)
- English Language Learner Grant (EIT with three county adult education partners): Merced County (lead), Stanislaus County and Madera County WDBs. (pending award)
- Opioid Grant: Merced County (Lead), Kern, Inyo, Mono WDB's.
- Prison to Employment Grant (P2E): San Joaquin County (lead), Stanislaus County, Merced County, Madera County, Fresno County, Tulare County, Kings County, and Kern/Inyo/Mono Counties WDBs.
- SB1 Grant: Fresno Regional (lead), San Joaquin County, Merced County, Mother Lode, Madera County, Kings County, Tulare County and Kern, Inyo, Mono WDBs.
- Disability Employment Accelerator Grant, Veterans (DEA): Kern, Inyo, Mono (lead), and Kings County WDBs.

### ***Regional Scaling of Local Models***

As described in connection with regional sector strategies, bringing successful local models to scale throughout the region is an ongoing goal for the SJVAC RPU. An example of a local initiative that many local boards are interested in replicating is the apprenticeship programs that have been developed by the San Joaquin County WDB in partnership with local high schools and county government.

<h3><b>Regional Administrative Cost Arrangements</b></h3>
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While the region does not have any formal administrative costs arrangements in place, local boards' collaborative efforts do yield efficiencies. An example is a shared agreement with a one-stop operator that benefits five local boards. Madera County WDB manages as master agreement with the vendor (ProPath, Inc.), which separately invoices each

local workforce area for the services it provides. Participating WDBs include Madera County (lead), Stanislaus County, Merced County, San Joaquin County and Kern-Inyo-Mono.

Additional collaborative initiatives currently under consideration by the local boards, include:

- A single local board to function as a regional Eligible Training Provider List Coordinator;
- A single local board to function as a multi-WDB Monitoring Coordinator;
- Joint marketing efforts benefitting multiple local boards; and
- Coordination by a local board of procurement of an AJCC Certification consultant.

<b>VI.</b>	<b>PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24</b>
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Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the planning process, the following topics have been identified as priorities for further examination, exploration, development, and/or enhancement as the regional partners implement the new four-year Plan. The Directors of the RPU's eight local boards will work with their WDB members, elected officials, business leaders, and local partners and stakeholders to set the agenda for review of these priorities and, following such review, determine where, when and how action should be taken.

### ***Protocols and Policy Frameworks***

1. Draft a policy framework around quality jobs that could be shared with local boards and serve as a resource for development of policies at the local level.
2. Draft a policy framework covering equity, diversity, inclusion, and access which local boards could reference as they consider policies.

### ***Recovery Strategies***

3. Determine how elected officials, local government, economic development, education, and workforce development can coordinate resources and develop joint strategies to support businesses and workers in recovery from the recessionary effects of the pandemic.
4. Evaluate the capacity of workforce, education, and support systems to meet the surge of demand as the pandemic subsides and tens of thousands of Valley residents all seek employment, training, education, childcare, transportation and other services over a short period of time. Develop plans to increase capacity.

5. Assess the effects on various populations, such as women and Latinos, who, according to numerous reports, have been most significantly affected by and experienced the greatest losses as the results of the pandemic. Identify both broad-based and population-specific approaches to address community and individual needs.
6. Entry-level jobs in food service, hospitality, and retail have long served as “gateway” jobs for first time and other inexperienced workers. Jobs in these sectors have been severely impacted by the pandemic, with many businesses having closed with little or no likelihood of re-opening. Without sufficient availability of these jobs, the region and local areas will need to identify other options for entry-level jobs.
7. Develop strategies to assist vulnerable individuals and priority populations in securing employment within reopening, transitional, and post-pandemic job markets which are likely to be much more competitive than they were during a near full employment economy, which preceded the pandemic.
8. Assess the need for services to address the stress and trauma that individuals, families and communities have experienced throughout the pandemic and how these effects may influence their participation in the workforce and performance on the job.
9. Assess the capacity of workforce, education, and service agencies to rapidly mobilize services and deploy resources in response to a significant influx of grant funds were they to become available through federal programs.
10. Assess the extent to which jobs with companies in the Bay Area, across the country, and around the world are now available to Valley residents. Whether these jobs are in customer service, information technology, or another field, what does the availability of work from home jobs suggest for training and education programs offered in the region?

***Demand Side Focus***

11. Determine the capacity in the region to support entrepreneurs through training, access to capital, and other resources/support.
12. As businesses express their evolving workforce needs to economic and workforce development professionals, including skills needed by workers, a strategy is required to communicate these needs rapidly to education partners to accelerate the enhancement/development and deployment of training to correspond to need.
13. Identify businesses' needs to retrain and/or upskill workers to meet new workplace demands, including changes brought about by the pandemic. Assess how commitment of limited resources to incumbent worker training will affect the

balance of funding available to support individuals who are unemployed or are new entrants to the workforce.

14. Determine the extent to which small businesses, particularly those that are minority-owned, need support to recover, which may include for some, reopening strategies.

### ***Supply Side Focus***

15. Assess the extent to which skill loss has occurred among workers who have been unemployed for many months and determine what remedial or refresher training may be required whether through didactic instruction or work-based learning.
16. Develop and implement training modules focused on communication, behaviors, and attitudes used during interactions (e.g., learning, interviews, meetings, work) via virtual platforms.
17. For young workers, who may be new entrants to the workforce, determine the effects of school closures and the implementation of online instruction on what and how well they have learned. Identify what supplemental instruction, remediation, tutoring and other services may be needed to address learning losses and academic skills gaps.
18. Increase the availability of skill transferability assessments to determine the extent to which an individual's skills, which were previous used in one industry, may be applicable to other jobs in that industry or to employment in another sector.
19. Develop options for addressing the lack of digital access experienced by individuals and communities throughout the Central Valley. Options must address the needs for access to the Internet, hardware, and digital literacy skills.
20. With warehousing, manufacturing, agriculture and other jobs in the Central Valley making increasing use of technology, including AI and robotics, what training is needed for incumbent workers and job seekers?

### ***Partnerships***

21. Identify additional opportunities for community-based organizations to more effectively connect to the workforce system and to serve as points of access to education and workforce programs that support underserved and vulnerable populations in preparing for jobs and careers.
22. Assess the need to enhance or expand partnerships with organizations that address issues that have been magnified as a result of the pandemic, such as homelessness, food insecurity, addiction, and mental health.

***Communications and Messaging***

23. Assess customer recognition and understanding of workforce services throughout the Central Valley and of the brands used by providers. Identify strategies to increase awareness and understanding of the workforce system by key customer groups.

***Regional Scaling of Locally Successful Models***

24. Identify populations, industries and initiatives that could benefit from the use of skilled Navigators to increase the effectiveness of services and to improve the outcomes achieved by job seekers and businesses.
25. Assess the replicability of apprenticeship programs that have been implemented in various local areas and determine the need for and feasibility of upscaling these programs throughout the region or to specific areas.
26. Examine local initiatives to develop workers' skills for an economy that is changing due to climate initiatives and determine how such training could be expanded regionwide.
27. Conduct a comprehensive assessment of services and training that have been implemented on virtual platforms and identify best practices that could be adopted throughout the region.

Several of the foregoing priority considerations are aligned with indicators established by the California Workforce Development Board that demonstrate coordination within regions. Over the four-year span of the SJVAC RPU Regional Plan, local boards will record and track efforts that are ultimately made in connection with these considerations.

<b>VII. APPENDICES</b>
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The following Items are Included as part of the Local Plan.

- Attachment 1: Stakeholder and Community Engagement Summary
- Attachment 2: Public Comments Received that Disagree with the Local Plan
- Attachment 3: Signature Page

## Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in regional planning for the workforce development delivery system and the development of the PY 2021-24 Regional \ Plan, the SJVAC RPU hosted a series of ten community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

**The Regional Economy – Through the Eyes of Business and the Community:** The Four-Year Regional Plan will include an analysis of regional labor market data, growth industries and demand jobs. Workforce leaders, however, realize that data, no matter how recent, will not tell the full story of the regional economy, as COVID-19 has dramatically changed and continues to alter the economic landscape. As our plan must address the goals of the workforce system from 2021 to 2025, we want to supplement statistics with local experiences told in the voice of workers, businesses, and stakeholders.

This forum was held via Zoom on:

- December 17, 2020 (hosted by San Joaquin County WDB)
- January 7, 2021 (hosted by Madera County WDB)
- January 27, 2021 (conducted in Spanish and hosted by Stanislaus County WDB)
- One-hundred six (106) individuals attended the Regional Forum topic

**Accelerating the Development of Career Pathways for Priority Sectors:** Regional stakeholders have worked to develop career pathway programs that are aligned with regional workforce needs and result in industry-recognized credentials. As we embark upon planning for the next four years, we must address how business, education, and the workforce system can work together to strengthen and expand the development of career pathway programs that reflect the needs of industry throughout the region.

This forum was held via Zoom on:

- January 6, 2021 (hosted by Stanislaus County WDB)
- January 20, 2021 (hosted by Kern, Inyo, Mono WDB)
- Seventy (70) individuals attended the Regional Forum topic

**Building a “Big Tent” Workforce System: Leaving no Worker Behind:** While the workforce system serves everyone, individuals with barriers to employment take advantage of the system less often than other Valley Residents. Workforce programs should be easily accessible to all and make certain that everyone has access to a marketable set of skills leading to good jobs that enable self-reliance.

This forum was held via Zoom on:



- January 13, 2021 (hosted by Merced County WDB)
- January 14, 2021 (hosted by Fresno Regional WDB)
- February 3, 2021 (conducted in Spanish and hosted by Merced County WDB)
- One-Hundred forty-six (146) individuals attended the Regional Forum topic

**Creating a Pathway to the Middle Class:** Imagine a workforce system capable of preparing every job seeker to enter a pathway to the middle class. Such a system would require unique approaches and strategies to eradicate barriers and build skills that businesses need to compete, grow.

This forum was held via Zoom on:

- January 21, 2021 (hosted by San Joaquin County WDB)
- January 28, 2021 (hosted by Kings County WDB)
- Seventy-eight (78) individuals attended the Regional Forum topic

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, Social Media, Web Site	Fresno County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Kern Inyo Mono Counties Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Kings County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Madera County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Merced County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	San Joaquin County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Stanislaus County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Tulare County Workforce Investment Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Adult Education Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Adult Education/ Literacy	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Board of Supervisors	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	CalFRESH/SNAP Providers	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Department of Corrections and Rehabilitations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Immigrant Policy Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Indian Manpower Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Career Technical Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Center for Business and Policy Research	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Center for Employment Opportunities	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Central Valley Immigrant Integration Collaborative	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Central Valley Regional Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Chamber of Commerce	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Childcare Service Providers	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City Ministry Network	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City Planning and Development	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City, County and State Government Officials	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Based Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Leaders	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Partnerships for Families	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Services Corporation – Kern Women's Business Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	County Office of Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Del Puerto Health Care District	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Delta Sierra Adult Education Alliance	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Behavior Health	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Child Support Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Economic Development	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Human Services	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	Department of Probation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Rehabilitation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Social Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Disability Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Division of Apprenticeship Standards	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Education and Leadership Foundation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Employment Development Department	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Employment Training Panel	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	English Language Learners Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Equus Workforce Solutions	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Faith Based Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Fresno Business Council	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Gateway Adult Education Network	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Goodwill Industries	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Healthcare Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Housing Authority	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Immigration Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Justice Involved Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	K-12 Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Labor Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	LearningQuest	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Members of the Public	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Municipalities	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Opportunity Stanislaus	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	OVCD Tribal TANF	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Private Business	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	Proteus Inc.	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Resource Development Associates	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Small Business Development Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Stanislaus Community Foundation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	State Center Adult Education Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Superintendents and Administrators of Educational Organizations including Adult Schools, Community Colleges, State 4-Year Universities, Private Colleges	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	The Fresno Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Tulare Employment Connection	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Valley Mountain Regional Center	Attended forums.	Engaged in planning process.

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN		
1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		
2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

<b>SIGNATURE PAGE</b>
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The following signatures represent approval of the San Joaquin Valley Regional Planning Unit PY 2021-24 Regional Plan by the eight workforce development Boards that comprise the region.

For the **Fresno Regional Workforce Development Board:**

Name, Chairperson	Date

For the **Kern, Inyo, Mono Workforce Development Board:**

Name, Title	Date

For the **Kings County Workforce Development Board:**

Name, Title	Date

For the **Madera County Workforce Development Board:**

Name, Title	Date

Attachment 3

<b>SIGNATURE PAGE (cont.)</b>
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For the **Merced County Workforce Development Board:**

<table style="width: 100%;"> <tr> <td style="width: 70%;"><b>Name, Title</b></td> <td style="width: 30%;"><b>Date</b></td> </tr> </table>	<b>Name, Title</b>	<b>Date</b>
<b>Name, Title</b>	<b>Date</b>	

For the **San Joaquin County Workforce Development Board:**

<table style="width: 100%;"> <tr> <td style="width: 70%;"><b>Name, Title</b></td> <td style="width: 30%;"><b>Date</b></td> </tr> </table>	<b>Name, Title</b>	<b>Date</b>
<b>Name, Title</b>	<b>Date</b>	

For the **Stanislaus County Workforce Development Board:**

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<b>Name, Title</b>	<b>Date</b>	

For the **Tulare County Workforce Development Board:**

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<b>Name, Title</b>	<b>Date</b>	

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A2
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendations for Program Year 2021-2022

## **RECOMMENDATION:**

Approve Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funding allocations for Program Year (PY) 2021-2022 as outlined in the attached budget allocation worksheet (Attachment I).

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

The Employment Development Department (EDD), Workforce Services Division, released WIOA formula allocations for PY 2021-2022 on May 14, 2021 (Attachment II). These allocations are based on the allotment levels issued by the U.S. Department of Labor, Employment and Training Administration to the states on April 27, 2021.

The Fresno Regional Workforce Development Board (FRWDB) received \$9,961,750 of Adult and Dislocated Worker funds, a decrease of 10.34% compared to last year's allocation of \$11,110,660. The projected carryover for the WIOA Adult program is \$8,593,472, which is a 52.43% increase compared to \$5,637,583 for PY 2020-2021. This brings the total available funding to \$18,555,222 which results in an overall net increase of 10.79%.

FRWDB staff recommends that the Adult Council approve the proposed budget allocations as outlined in Attachment I. Approval of the recommended funding allocations will result in the following:

- 3.5% Community Outreach/One-Stop Marketing Budget in the amount of \$348,661;
- Estimated one-time move costs as follows: \$569,507 for Infrastructure; \$151,690 for Professional Services and Office Supplies; \$2,876,808 for Furniture and \$329,995 for Equipment;
- Increase of \$22,508 to Program Income;
- Decreases the carryover to PY 2022-2023 to 3%. This is an 8.65% reduction in the amount of \$995,540 from prior year;
- Allocate 30% of total award for training as mandated by the State of California in SB734. All training funds are allocated to the current plan year Training and Incumbent Worker Training pools;
- Allocate Dislocated Worker funding of \$1,618,139 to Central Labor Council Partnership and \$2,144,975 in Adult funding to Equus;



- Decrease of \$576,286 of anticipated PY 2020–2021 prior plan year training reserve;
- Decrease the Incumbent Worker Training (IWT), Supportive Services and Participant Soft Skills Workshop Pools by 10.34% each;
- Maintain \$30,000 funding for the Fresno County Public Defender's office for the Clean Slate program. This program assists job seekers in filing legal documents to assist them in addressing legal barriers to employment, i.e., criminal record expungements and back child support payments;
- Maintain \$90,000 to VR Technical Services for Information Technology programming and maintenance;

**FISCAL IMPACT:**

Approval of this item will allocate \$18,555,222 of WIOA Adult and Dislocated Worker funds, which will be allocated to FRWDB operational, sub-contracts and participant pools and allocates \$298,853 to carryover for PY 2022-2023.

**ATTACHMENTS:**

ATTACHMENT I: WIOA Adult and Dislocated Worker Allocations Worksheet for PY 2021-2022

ATTACHMENT II: EDD Information Notice WSIN20-62, WIOA Formula Allocations – PY 21-22

	A	B	C	D	E	F
2	<b>WIOA ADULT AND DISLOCATED WORKER</b>					
3	<b>ALLOCATIONS FOR PROGRAM YEAR 2021-22</b>					
4						
5						
6			<b>Adult/DW</b>	<b>Adult/DW</b>		
7			<b>Allocation</b>	<b>Allocation</b>	<b>Increase/</b>	<b>%</b>
8			<b>2020-21</b>	<b>2021-22</b>	<b>(Decrease)</b>	<b>Change</b>
9						
10						
11	Actual/Estimated Carryover		5,637,583	8,593,472	2,955,889	52.43%
12	Award		11,110,660	9,961,750	(1,148,910)	-10.34%
13	<b>Total Available</b>		<b>16,748,243</b>	<b>18,555,222</b>	<b>1,806,979</b>	<b>10.79%</b>
14						
15	<b>Operational Costs</b>					
16	One Stop/Facilities Sites Budget		1,742,203	1,742,203	0	0.00%
17	Community Outreach/OS Marketing Budget	3.5%	0	348,661	348,661	
18	One Time New Site Costs-AJCC-East-West					
19	Infrastructure - Cabling, Security Systems, etc			569,507	569,507	
20	Professional Services and Office Supplies			151,690	151,690	
21	Furniture			2,876,808	2,876,808	
22	Equipment			329,995	329,995	
23	FRWDB Admin Support		1,155,750	1,155,750	0	0.00%
24	FRWDB Program Support		1,333,935	1,333,935	0	0.00%
25	Assessment Materials		42,630	42,630	0	0.00%
26	Employment Study		10,500	10,500	0	0.00%
27	Program Income		(277,676)	(300,184)	(22,508)	8.11%
28	Carryover to Following Year	3.0%	1,294,392	298,853	(995,540)	-76.91%
29	<b>Total Operational Costs</b>		<b>5,301,734</b>	<b>8,560,348</b>	<b>3,258,614</b>	<b>61.46%</b>
30						
31	<b>Contractors &amp; Participant Pools</b>					
32	CLC - DW		1,162,461	1,618,139	455,678	39.20%
33	CLC - Adult		1,818,207	0	(1,818,207)	-100.00%
34	EQUUS - Adult		0	2,144,975	2,144,975	
35	Proteus, Inc. - East (Adult/DW)		590,514	0	(590,514)	-100.00%
36	West Hills Community College - West (Adult/DW)		591,932	0	(591,932)	-100.00%
37	Current Plan Year Training Pool		3,333,198	2,988,525	(344,673)	-10.34%
38	Prior Plan Year Training Reserve		3,000,000	2,423,714	(576,286)	-19.21%
39	Incumbent Worker Training (IWT) Pool		505,775	453,475	(52,300)	-10.34%
40	Supportive Services		119,483	107,128	(12,355)	-10.34%
41	Participant Soft Skills Workshop Pool		154,940	138,918	(16,022)	-10.34%
42	Pilot Public Defenders Project		30,000	30,000	0	0.00%
43	VRTS Programming & Maintenance		90,000	90,000	0	0.00%
44	Community Outreach		50,000	0	(50,000)	-100.00%
45	Business Services Sector Project Pool		0	0	0	
46	<b>Total Contractors &amp; Participant Pools</b>		<b>11,446,510</b>	<b>9,994,874</b>	<b>(1,451,636)</b>	<b>-12.68%</b>
47						
48						
49	<b>Total Allocations</b>		<b>16,748,244</b>	<b>18,555,222</b>		
50			<b>0</b>	<b>0</b>		
51						
52			<b>3,333,198</b>	<b>2,988,525</b>		
53	Training Percentage		30%	30%		
54						
55						
56	Note: Due to spreadsheet formula rounding calculations, total(s) may be \$1.00 off.					
57	Prepared By: C. Beierschmitt					

# WIOA Formula Allocations – PY 21-22

Workforce Services Information Notice  
WSIN20-62

Issued: May 14, 2021

The Workforce Innovation and Opportunity Act (WIOA) Title I formula fund allocations for each Local Workforce Development Area (Local Area), for Program Year (PY) 2021-22, have been released. These allocations (Adult, Youth, and Dislocated Worker (DW)) are based on the allotments issued by the U.S. Department of Labor (DOL), to the states per [Training and Employment Guidance Letter 19-20](#), dated April 27, 2021.

The WIOA prescribes a specific method to calculate sub-state hold harmless levels for DW Program funds. As a result, there is an alignment in the WIOA hold harmless provisions across the Youth, Adult, and DW programs. These hold harmless provisions were established to help mitigate year-to-year volatility in funding levels. Under the WIOA, hold harmless provisions ensure that each area receives no less than 90 percent of their average percentage share from the two prior years. The local areas that receive more than 100 percent of their average percentage share from the previous two years will be proportionately reduced by the amount of total funding necessary to ensure that all local areas receive at least 90 percent of their average percentage share from the two prior years.

Please be aware that this notice is being issued for planning and budgeting purposes only because the state has not yet received the federal Notice of Award (NOA) for any of the funding streams. Once the NOA has been received, Youth allocations will be released to Local Areas immediately. Youth allotments to the states will be issued in one sum with an effective date of April 1, 2021, under the grant code 301. The Adult and DW allocations will be released as soon as we receive federal and state spending authority for these funds.

The allotment to California and the amounts available for the formula allocation to the local areas are listed below. Attachment 1 reflects the total amount local areas will receive for each of the funding streams during the PY 20-21. Additionally, Attachment 2 provides a breakdown of how each of the three funding streams are allocated.

## PY 21-22 Federal Allotment & Available Formula Allocation

PY 21-22 Title I	Total Federal Allotment	Total Available for Formula Allocation
Youth Program	\$125,113,453	\$106,346,436
Adult Program	\$120,643,129	\$102,546,660
Dislocated Worker Program	\$149,720,406	\$89,832,244
Total	\$395,476,988	\$298,725,340

If you have any questions, please contact the Financial Management Unit at [WSBFinancialManagemtnUnit@edd.ca.gov](mailto:WSBFinancialManagemtnUnit@edd.ca.gov).

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

## Supplemental Documents

- [Youth, Adult, and Dislocated Worker Allotments \(XLSX\)](#)
- [WIOA Funding PY 21-22 \(XLSX\)](#)

Workforce Innovation and Opportunity Act  
Youth, Adult, and Dislocated Worker Activities Final Allocations  
Program Year 2021 - 2022

Local Area	Round 1			Round 2		Grand Total
	Youth	Adult	Dislocated Worker	Adult	Dislocated Worker	
Alameda	\$1,578,803	\$267,036	\$358,178	\$1,258,569	\$1,524,060	\$4,986,646
Anaheim City	\$713,942	\$121,978	\$112,013	\$574,895	\$476,618	\$1,999,446
Contra Costa	\$1,499,346	\$252,842	\$327,918	\$1,191,672	\$1,395,306	\$4,667,084
Foothill	\$620,910	\$109,127	\$104,933	\$514,326	\$446,493	\$1,795,789
Fresno	\$5,876,258	\$987,134	\$822,475	\$4,652,476	\$3,499,665	\$15,838,008
Golden Sierra	\$795,690	\$139,790	\$193,765	\$658,848	\$824,478	\$2,612,571
Humboldt	\$305,686	\$45,723	\$48,688	\$215,499	\$207,171	\$822,767
Imperial	\$2,832,967	\$488,954	\$420,971	\$2,304,498	\$1,791,250	\$7,838,640
Kern, Inyo, and Mono	\$5,598,757	\$951,993	\$795,226	\$4,486,853	\$3,383,716	\$15,216,545
Kings	\$801,863	\$151,898	\$121,120	\$715,913	\$515,369	\$2,306,163
Los Angeles City	\$13,158,232	\$2,244,778	\$1,684,239	\$10,579,893	\$7,166,512	\$34,833,654
Los Angeles County	\$11,442,404	\$1,905,190	\$1,436,320	\$8,979,373	\$6,111,601	\$29,874,888
Pacific Gateway	\$1,711,948	\$276,194	\$201,916	\$1,301,734	\$859,162	\$4,350,954
Madera	\$773,210	\$134,638	\$109,993	\$634,565	\$468,025	\$2,120,431
Merced	\$1,769,162	\$292,265	\$247,258	\$1,377,477	\$1,052,094	\$4,738,256
Mother Lode	\$306,035	\$63,102	\$65,313	\$297,408	\$277,909	\$1,009,767
Monterey	\$2,058,814	\$357,220	\$399,252	\$1,683,621	\$1,698,831	\$6,197,738
Workforce Alliance of the North Bay	\$854,796	\$154,730	\$186,239	\$729,259	\$792,455	\$2,717,479
North Central Counties Consortium	\$1,291,159	\$219,073	\$201,886	\$1,032,518	\$859,032	\$3,603,668
NoRTEC	\$2,228,227	\$389,589	\$352,622	\$1,836,175	\$1,500,419	\$6,307,032
NOVA	\$1,101,312	\$196,763	\$312,274	\$927,368	\$1,328,739	\$3,866,456
Oakland City	\$1,049,187	\$190,196	\$174,132	\$896,416	\$740,938	\$3,050,869
Orange	\$3,295,177	\$552,216	\$733,087	\$2,602,657	\$3,119,314	\$10,302,451
Richmond City	\$279,574	\$50,646	\$44,198	\$238,702	\$188,062	\$801,182
Riverside	\$5,958,827	\$988,966	\$1,081,096	\$4,661,109	\$4,600,106	\$17,290,104
Sacramento	\$3,276,030	\$557,245	\$594,818	\$2,626,361	\$2,530,973	\$9,585,427
Santa Ana City	\$751,794	\$127,094	\$91,675	\$599,006	\$390,082	\$1,959,651
Santa Barbara	\$1,187,873	\$149,282	\$183,746	\$703,582	\$781,846	\$3,006,329
San Benito	\$197,749	\$33,477	\$42,411	\$157,780	\$180,459	\$611,876
San Bernardino	\$5,145,086	\$855,952	\$823,618	\$4,034,201	\$3,504,528	\$14,363,385
South Bay	\$1,685,771	\$298,133	\$276,023	\$1,405,137	\$1,174,488	\$4,839,552
Santa Cruz	\$949,697	\$146,350	\$174,944	\$689,766	\$744,395	\$2,705,152
San Diego	\$6,347,207	\$1,056,206	\$1,114,227	\$4,978,021	\$4,741,078	\$18,236,739
SELACO	\$1,302,102	\$218,861	\$190,283	\$1,031,517	\$809,663	\$3,552,426
San Francisco	\$1,209,383	\$230,666	\$298,221	\$1,087,156	\$1,268,943	\$4,094,369
San Joaquin	\$3,038,918	\$511,253	\$472,603	\$2,409,595	\$2,010,944	\$8,443,313
San Jose - Silicon Valley	\$1,975,827	\$334,831	\$397,215	\$1,578,097	\$1,690,164	\$5,976,134
San Luis Obispo	\$558,355	\$74,426	\$76,635	\$350,780	\$326,085	\$1,386,281
Solano	\$904,819	\$162,683	\$184,669	\$766,743	\$785,775	\$2,804,689
Sonoma	\$743,842	\$125,765	\$152,242	\$592,746	\$647,795	\$2,262,390
Stanislaus	\$2,485,652	\$422,782	\$369,763	\$1,992,620	\$1,573,354	\$6,844,171
Tulare	\$3,666,568	\$617,423	\$524,960	\$2,909,984	\$2,233,725	\$9,952,660
Verdugo	\$850,041	\$157,274	\$143,561	\$741,251	\$610,859	\$2,502,986
Ventura	\$1,545,406	\$254,617	\$350,972	\$1,200,039	\$1,493,399	\$4,844,433
Yolo	\$622,030	\$82,983	\$96,796	\$391,110	\$411,870	\$1,604,789



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A3
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Program Year 2021-2022 Adult and Dislocated Worker Contract Award Recommendations

## **RECOMMENDATION:**

Approve the following Workforce Innovation and Opportunity Act (WIOA) contract awards for the Adult Services Provider and Dislocated Worker Services Provider for Program Year (PY) 2021-2022 as outlined below.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

At its meeting on December 2, 2020, the Fresno Regional Workforce Development Board (FRWDB) approved the Scopes of Work for the Adult Services and Dislocated Worker Services Requests for Proposals (RFP). These RFPs represented a new direction for the FRWDB in the provision of services to the public and enrolled participants. It specified that separate sub-contractors would provide services to each formula funding stream (Adult and Dislocated Worker). In addition, it set the landscape for one (1) sub-contractor to serve all areas of Fresno County (Urban, Rural East and Rural West) for each funding stream. There will be sub-contracted staff representing both funding streams at each of the FRWDB's America's Job Centers of California One-Stops.

In each RFP, it stated that while an organization may submit separate proposals in response to each RFP, the FRWDB would not award both contracts to a single organization, unless there was a failed competition.

Proposals were due March 4, 2021. A total of three (3) proposals were submitted for each RFP. The proposals received for each RFP were submitted by the same three (3) organizations: Central Labor Council Partnership, Equus Workforce Services, and Proteus Inc.

All proposals met the criteria established for the Phase I review and were forwarded to the appropriate Rating Panel members. The Panels met on March 23, 2021, for the Adult proposals and March 24, 2021, for the Dislocated Worker proposals. The Rating Panels were facilitated by FRWDB staff, who also provided technical assistance to the raters.

All proposals met the minimum 70 points rating requirement for Phase II. As such both procurement activities were deemed valid and competitive.

The points received by the top two (2) proposals were close: Point one (.1) difference for Adult; less than six (6) points difference for Dislocated Worker.

The ranking for each funding stream were identical: 1. Equus Workforce Services, 2. Central Labor Council Partnership and 3. Proteus Inc. See attached Rating Summary Sheets.

In consultation with both proposal rating teams, FRWDB staff is making the following award recommendations:

- Adult Services – Equus Workforce Services
- Dislocated Worker Services – Central Labor Council Partnership

**FISCAL IMPACT:**

\$1,618,139 will be allocated to WIOA Dislocated Worker program services.

\$2,144,975 will be allocated to WIOA Adult program services.

**ATTACHMENTS:**

ATTACHMENT I: WIOA Adult Program Services – PY 2021-2022 Score Summary

ATTACHMENT II: WIOA Dislocated Worker Program Services – PY 2021-2022 Score Summary

**Fresno Regional Workforce Development Board  
WIOA Adult Program Services - PY 2021-2022  
Score Summary**

**Name of Bidder:** Equus Workforce Solutions  
**Quote No.:** 415592

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	34.00
Program Management	40	38.90
Cost Reasonableness	25	24.67
<b>Total</b>	<b>100</b>	<b>97.57</b>

**Name of Bidder:** Proteus, Inc.  
**Quote No.:** 415594

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	29.70
Program Management	40	36.37
Cost Reasonableness	25	21.13
<b>Total</b>	<b>100</b>	<b>87.20</b>

**Name of Bidder:** Central Labor Council Partnership  
**Quote No.:** 415597

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	32.77
Program Management	40	39.73
Cost Reasonableness	25	24.97
<b>Total</b>	<b>100</b>	<b>97.47</b>

**NOTE: PER THE RFP, NO SINGLE BIDDER WILL BE AWARDED CONTRACTS TO  
PROVIDE BOTH ADULT AND DISLOCATED WORKER SERVICES.**

**Fresno Regional Workforce Development Board  
WIOA Dislocated Worker Program Services - PY 2021-2022  
Score Summary**

**Name of Bidder:** Equus Workforce Solutions  
**Quote No.:** 415593

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	34.367
Program Management	40	39.033
Cost Reasonableness	25	24.600
<b>Total</b>	<b>100</b>	<b>98.00</b>

**Name of Bidder:** Proteus, Inc.  
**Quote No.:** 415595

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	30.133
Program Management	40	34.733
Cost Reasonableness	25	22.033
<b>Total</b>	<b>100</b>	<b>86.90</b>

**Name of Bidder:** Central Labor Council Partnership  
**Quote No.:** 415596

Evaluation Criteria	Possible Points	Points Awarded
Mandated Program Components	35	32.500
Program Management	40	36.500
Cost Reasonableness	25	23.800
<b>Total</b>	<b>100</b>	<b>92.80</b>

**NOTE: PER THE RFP, NO SINGLE BIDDER WILL BE AWARDED CONTRACTS TO  
PROVIDE BOTH ADULT AND DISLOCATED WORKER SERVICES.**



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A4
MEETING DATE:	June 2, 2021
ACTION:	AUTHORIZE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Adult Council  
**SUBJECT:** Authorization to Award America's Job Centers of California Office Furniture Contract

## **RECOMMENDATION:**

Authorize the FRWDB Chairperson to receive and approve the award of a contract based on the results of the Office Furniture Request for Proposals (RFP) rating panel.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

As communicated at the special Fresno Regional Workforce Development Board (FRWDB) meeting on January 20, 2021, FRWDB staff has secured a new comprehensive America's Job Center of California (AJCC) One-Stop site. This site is on a rapid construction schedule to be ready for occupancy in the September/October timeframe.

At its meeting on April 21, 2021, the Executive Committee was notified of FRWDB staff's intent to procure furniture for One-Stop locations.

Due to the need for furniture to be interchangeable across the system and for One-Stops to look the same as to furniture types, construction and trim levels, the intent is to issue one (1) RFP that will cover the initial need for the comprehensive One-Stop, and to allow for additional contracts to the approved contractor to provide the same furniture types at the Satellite One-Stops and the FRWDB Business Services Center.

An RFP to procure furniture and cubicles to furnish the new site was released on May 5, 2021. The procurement is expected to be completed and ready for contract award no sooner than June 8, 2021.

The RFP is designed to allow the FRWDB to award subsequent contracts for future new AJCC sites and upgrades to current AJCC sites. The RFP also explores the possibility of using the current furniture as a discount or trade-in value.

FRWDB staff estimates that the cost of this RFP will be over \$3,000,000, with \$1,900,000 for the Urban Comprehensive One-Stop.

Due to the long lead times to receive the material and have installation completed by the earliest anticipated occupancy date, the award of a contract must be completed no later than June 11, 2021. Any delays past June 11, 2021, could cause the need to temporarily extend our lease at the current One-Stop at Manchester Mall.

This recommendation is being made to avoid calling for special meetings of the Adult Council and FRWDB, soon after their respective meetings on May 19<sup>th</sup> and June 2<sup>nd</sup>.

If approved, the results of the procurement will be reported out to the Adult Council and FRWDB at their next regularly scheduled meetings.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • [www.frwddb.net](http://www.frwddb.net)

AGENDA ITEM:	A5
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Third Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the Third Quarter Workforce Innovation and Opportunity Act Adult (WIOA) Participant Training Report for Program Year (PY) 2020-2021.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

In 2012, the State of California passed Senate Bill (SB) 734, which mandated local workforce boards to a training expenditure requirement of their WIOA Adult and Dislocated Worker formula fund allocations for workforce training services. These workforce training services include: Vocational Skills Training, Transitional Jobs (paid work experience) and On-the-Job Training activities. This initially required local boards to expend a minimum of 25% of funding beginning in PY 2012-2013, and increase the mandated expenditure requirement to 30% in PY 2016-2017.

The WIOA formula funding has a two (2) year life cycle, and local areas are mandated to fully expend the required training funding by June 30th of the last program year. The mandated 30 percent of training funds allocated in PY 2019-2020 is \$3,083,582 and we are required to be fully expended by June 30, 2021.

The total expenditures as of March 31, 2020, was \$2,312,643 as outlined in the table below:

Training Expenditure Report			
Provider/Training Pools	Total Available Funds for Year of Allocation 2019 (Two (2) Year Life Cycle)	PY 20-21 Training Expenditures as of 12/31/2020	Percent Expended
CLC	\$1,829,497	\$1,868,787	102%
Proteus, Inc.	\$365,324	\$324,061	89%
WHCCD	\$366,355	\$66,727	18%
Special Projects	\$15,157	\$15,157	100%
Incumbent Worker Training	\$507,249	\$37,911	7%
<b>Total</b>	<b>\$3,083,582</b>	<b>\$2,312,643</b>	<b>75%</b>

The following table provides year to date enrollment data for each of the workforce training services by provider:

<b>Training Enrollment Report</b>						
<b>Provider</b>	<b>Vocational Training</b>		<b>Transitional Jobs</b>		<b>On-the-Job Training</b>	
	<b>YTD Enrolled</b>	<b>Completion Rate</b>	<b>YTD Enrolled</b>	<b>Completion Rate</b>	<b>YTD Enrolled</b>	<b>Completion Rate</b>
CLC	518	296/360	0	0	2	2/2
Proteus, Inc.	107	63/71	2	2	0	0
WHCCD	23	11/11	0	0	0	0

Training expenditures are below the projected year-to-date plan due to lower than expected enrollments directly related to the COVID-19 pandemic restrictions. Staff will continue to monitor expenditures and will provide an update at your next council meeting.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A6
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Third Quarter Local Performance Results Reports for Program Year 2020-2021

**RECOMMENDATION:**

Accept the attached Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2020-2021.

The Adult Council approved this recommendation on May 19, 2021.

**REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

The attached worksheets provide local performance results for each of the Adult and Dislocated Provider of Services through March 31, 2021.

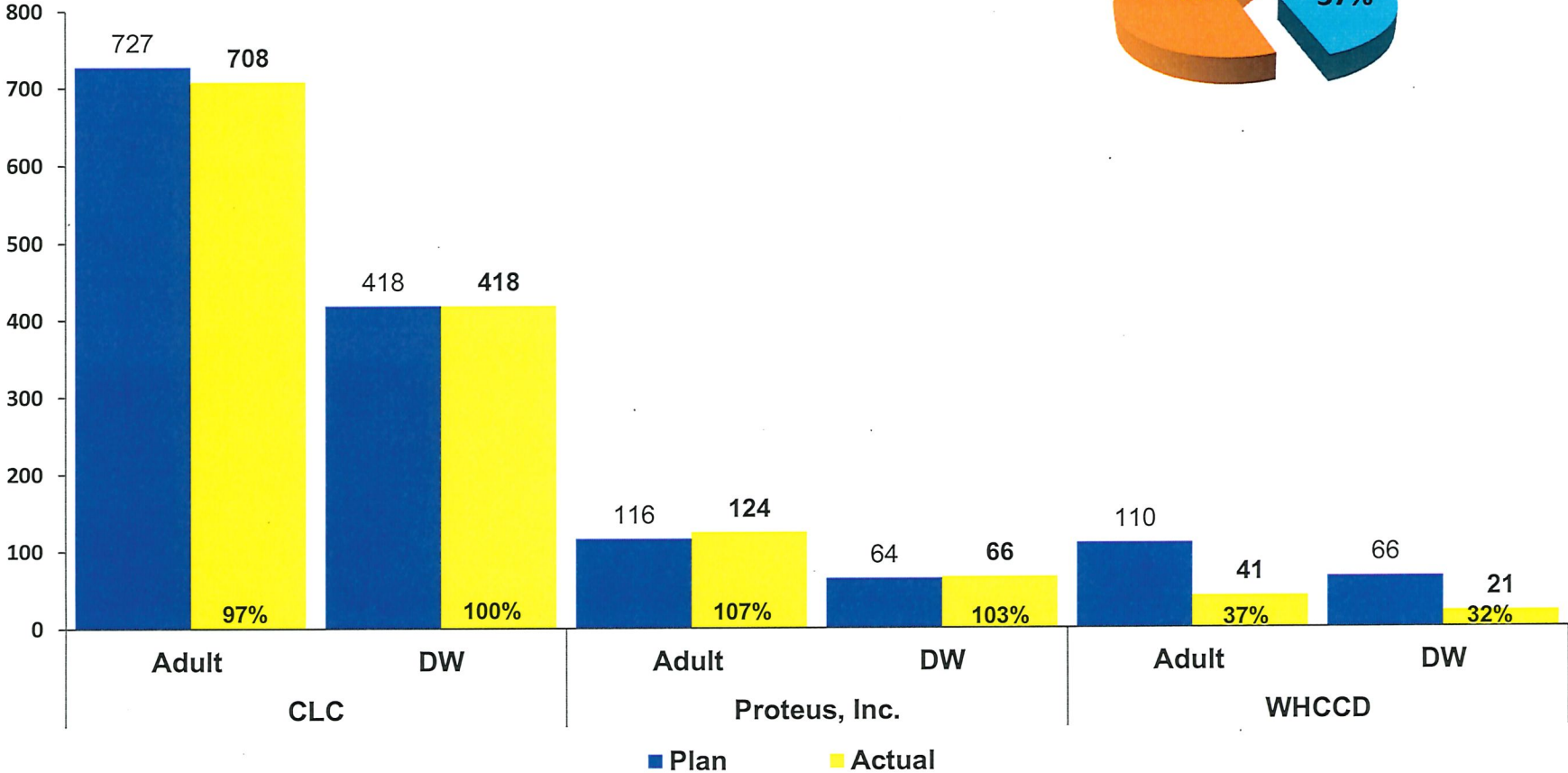
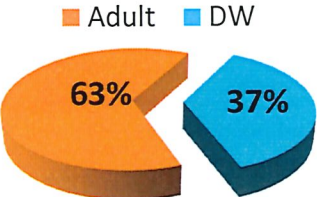
**ATTACHMENT:**

Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2020-2021.

# Adult/DW Served

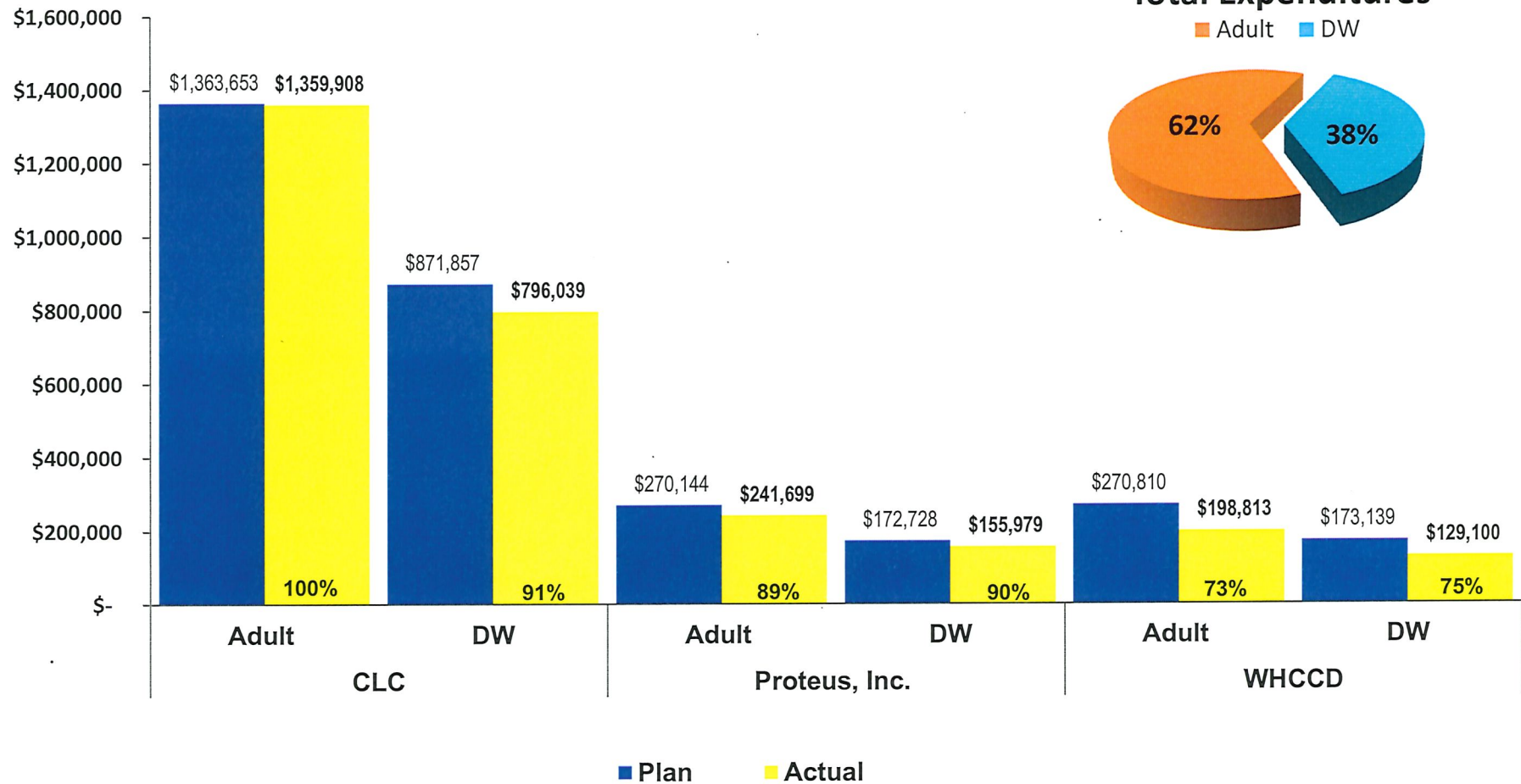
CLC- Central Labor Council  
Proteus - Proteus, Inc.  
WHCCD -West Hills Community College District

Total Served- 1378



Note: Adult/ DW number served goal is 95%.

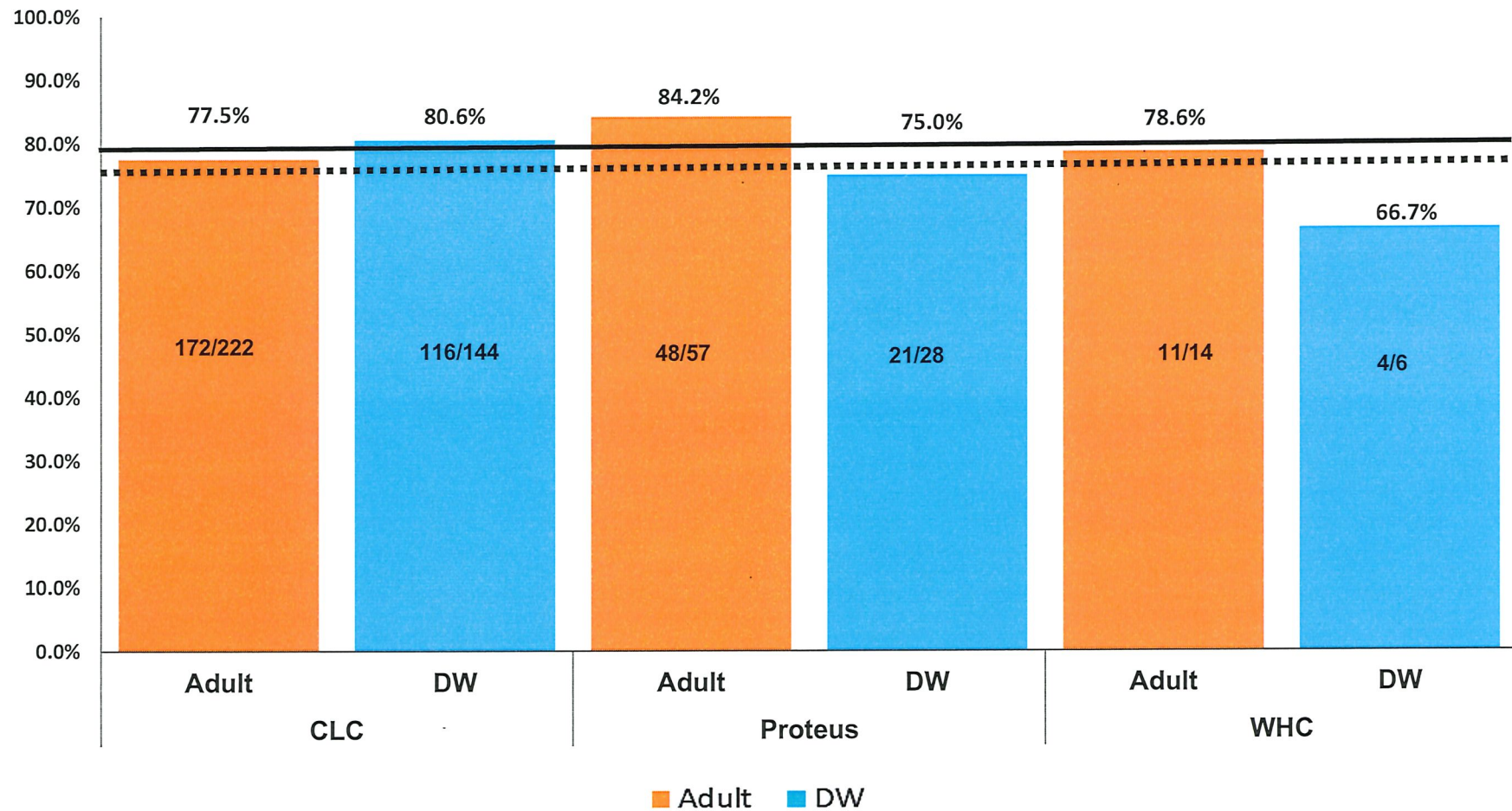
## Adult/ DW Expenditures



Note: Adult/DW Expenditures goal is 95% to 100%.

## Adult/DW Placement Rate

## Placement Goals

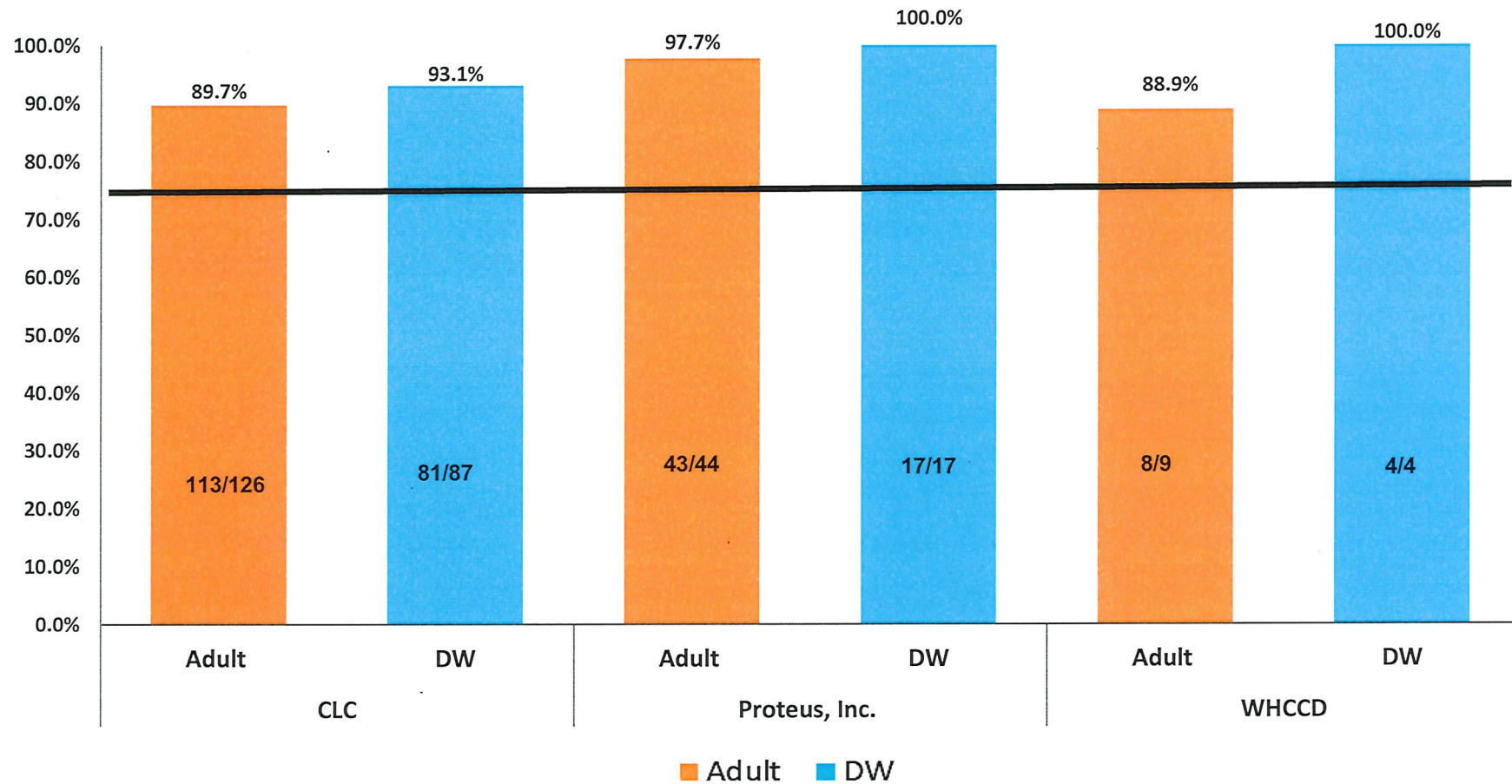
DW 80.5 %  
Adult 76.5%



Certificate of Attainment Goal  
Adult/DW 73.2% 

---

## Adult/DW Credential Rate



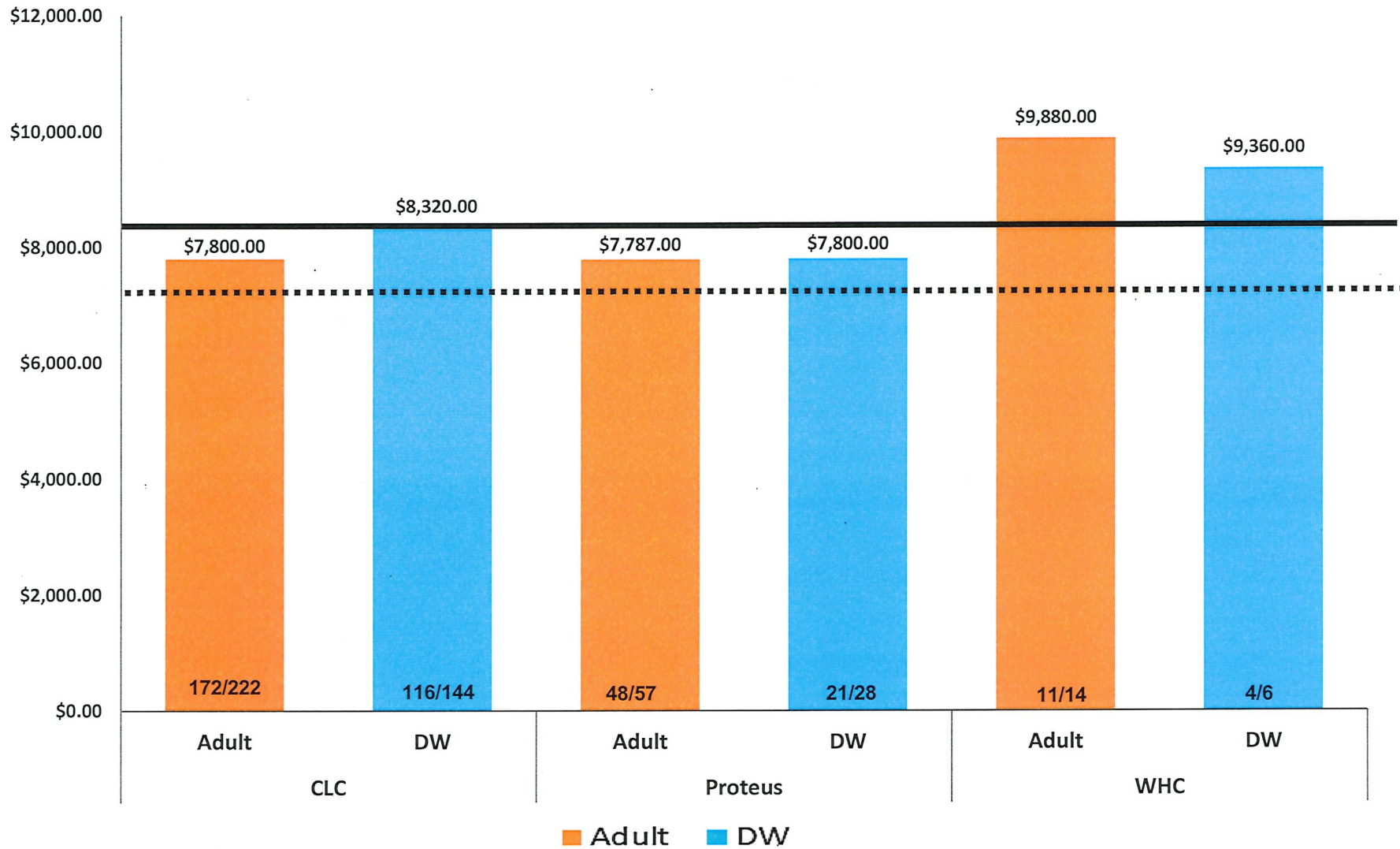


## Placement Median Wage Earnings

Goals

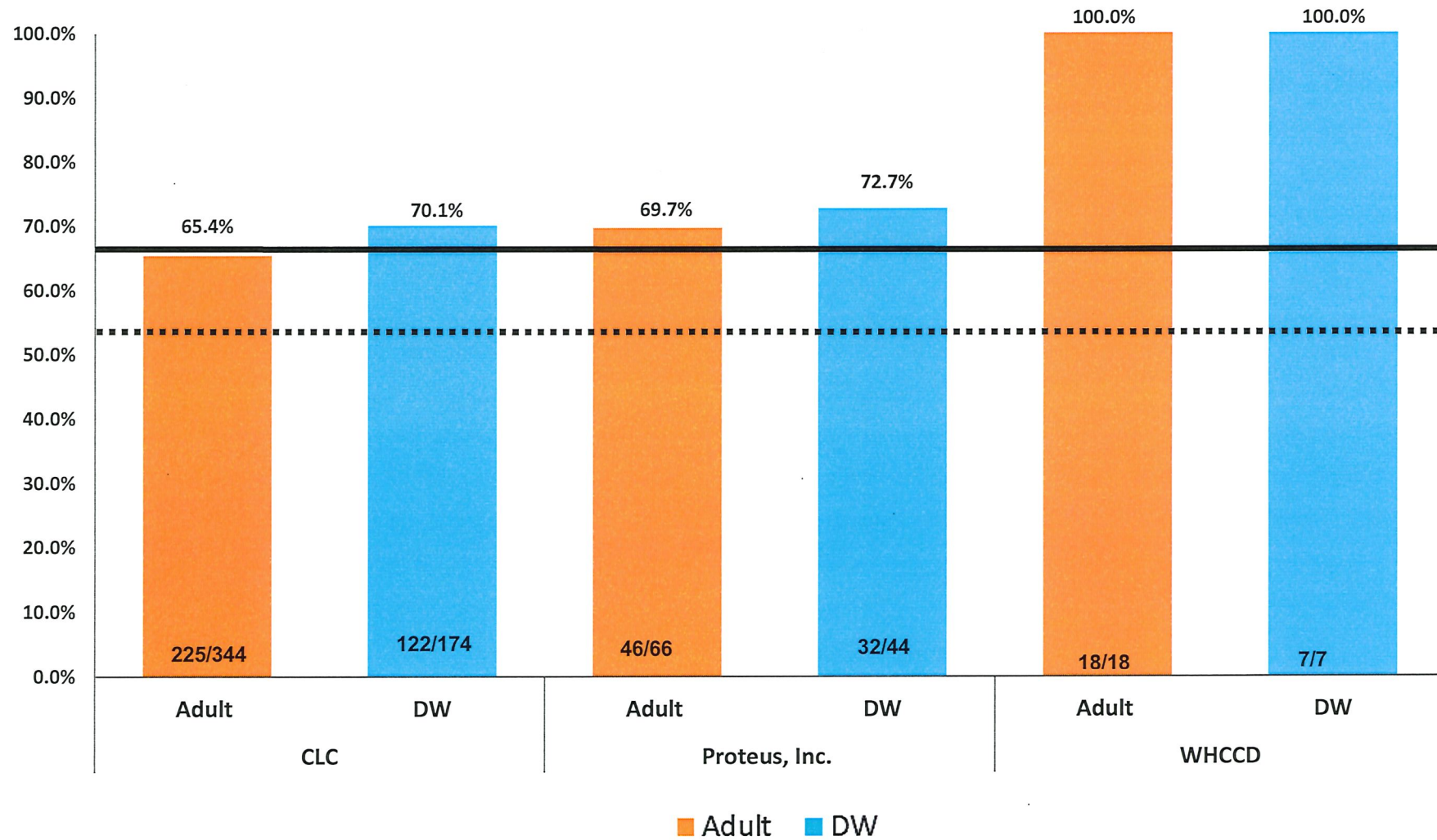
DW \$ 8,200

Adult \$7,200



# Measurable Skills Gain

Goals  
Adult 53% .....  
DW 66% \_\_\_\_\_



# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A7
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021

**RECOMMENDATION:**

Accept the following Providers of Services' Monitoring Report for the Third Quarter of Program Year 2020-2021.

The Adult Council approved this recommendation on May 19, 2021.

**REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board (FRWDB) staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state, and local regulations and/or policies.

**ATTACHMENT:**

Adult Provider of Services Monitoring Report – Third Quarter, Program Year 2020-2021

## Adult Provider of Services Monitoring Report Third Quarter, Program Year 2020-2021

### **Program Monitoring:**

*Programmatic monitoring of the following sub-recipients was completed during the third quarter:*

Sub-Recipient	Contract # (s)	Results
Proteus, Inc. Program Year (PY) 2020-2021	243	1) Skills Training issues 2) Job Readiness Workshop issues 3) Disallowed Costs - Overpayment of Supportive Services – Funds returned <b>All Findings Closed</b>

*Programmatic monitoring of the following sub-recipients was in process as of the end of the second quarter:*

Sub-Recipient	Contract # (s)
West Hills Community College District PY 2018-2019, PY 2019-2020, PY 2020-2021	250
Fresno Economic Opportunities Commission PY 2020-2021	WAF 7.0

### **Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed during the third quarter:*

Sub-Recipient	Contract # (s)	Results
Proteus, Inc PY 2019-2020 Fiscal Close-out	243	<b>No Findings</b> There was an issue with Internal Controls highlighted in the Single Audit. Corrective Actions have been implemented and will be reviewed during the next fiscal review.
West Hills Community College District PY 2019-2020 Fiscal Close-out	250, 250-800	<b>No Findings</b>
Reedley Community College PY 2019-2020, PY 2020-2021 Fiscal Annual Review	WAF 7.0	<b>No Findings</b>
West Hills Community College District PY 2020-2021 Fiscal Annual Review	250	<b>No Findings</b>
Fresno Economic Opportunities Commission PY 2020-2021 Fiscal Annual Review	WAF 7.0	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients is in process as of the end of the third quarter:*

Sub-Recipient	Contract # (s)
West Fresno Advanced Transportation Technology PY 20-21 Fiscal Annual Review	Transformative Climate Communities

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A8
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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---

**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the Adult and Dislocated Worker Customer Complaint Report for the Third Quarter of Program Year (PY) 2020-2021.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

Under the Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

## **ATTACHMENT:**

Adult/Dislocated Worker Customer Complaint Report – Third Quarter, Program Year 2020-2021

## Adult/Dislocated Worker Customer Complaint Report

### Third Quarter, Program Year 2020-2021

Date	Sub-Recipient	Summary of Customer Complaint	Action Taken	Date of Correction
1/27/2021	CLC, FRWDB	Requesting appeal of denied waiver to receive Training Services	Appeal Meeting held between Executive Director and Complainant. Appeal Approved.	2/10/2021
3/15/2021	CLC, FRWDB	Requesting appeal of denied waiver to receive Training Services	Appeal Meeting held between Executive Director and Complainant. Appeal Approved.	3/22/2021

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A9
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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---

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Adult Council  
**SU** Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the Third Quarter Job Seeker Customer Satisfaction Reports for Program Year (PY) 2020-2021.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets plans. Additional administrative responsibilities and authorities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports.

As part of this responsibility, FRWDB staff has implemented the Job Seeker Customer Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is accumulated, analyzed and reviewed on a quarterly basis and reported to this Council.

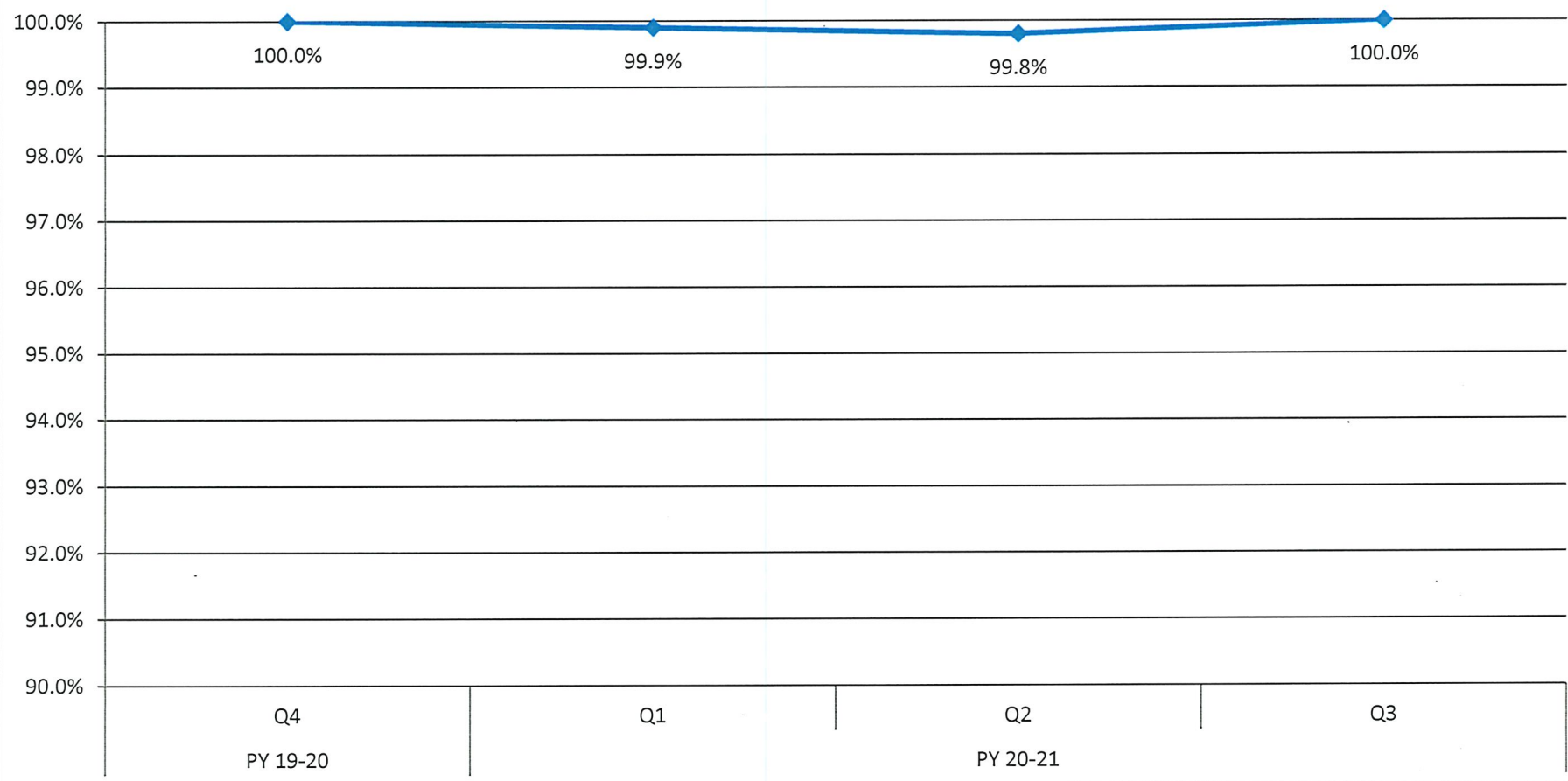
FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our job seekers. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between provider and FRWDB staff.

## **ATTACHMENTS:**

ATTACHMENT I: Job Seeker Basic Career Services for the Third Quarter of PY 2020-2021  
ATTACHMENT II: Placement Satisfaction



## Basic Career Services

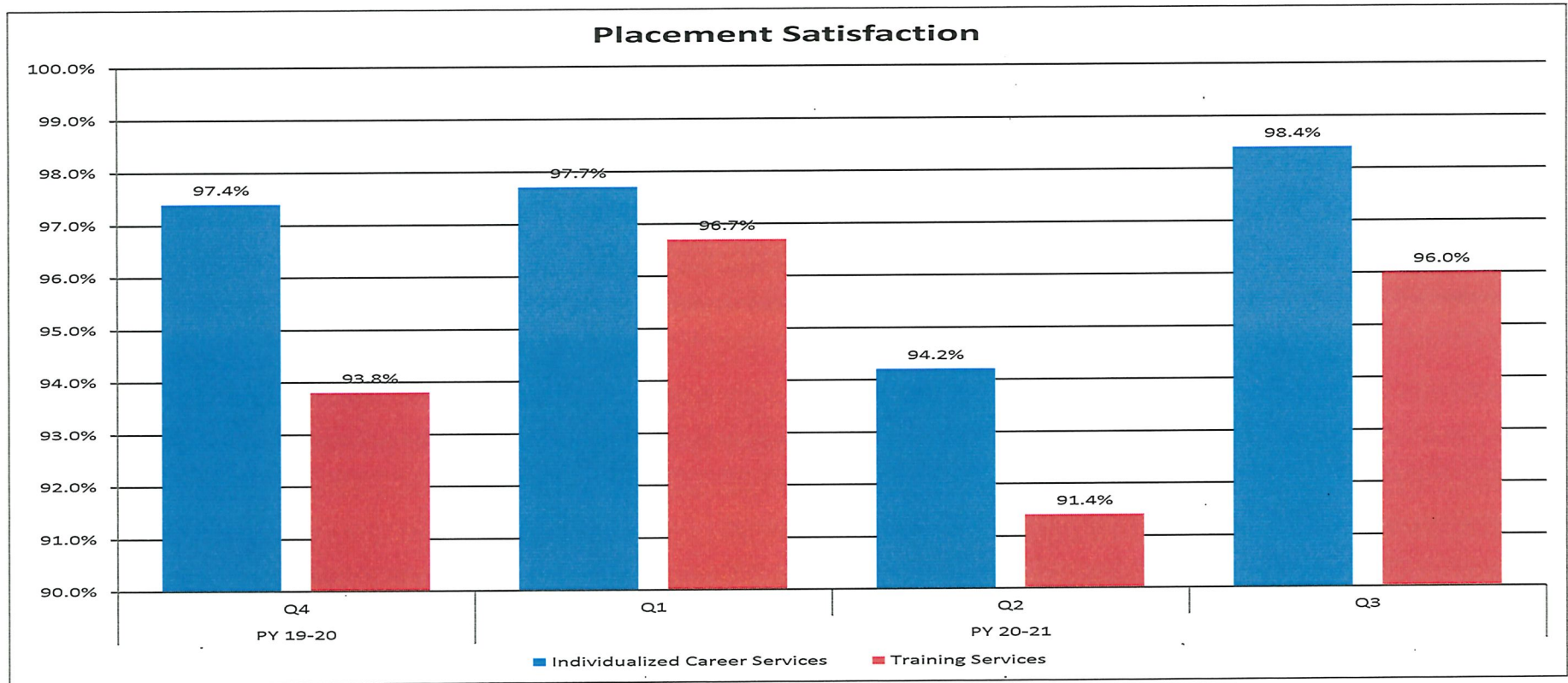


### Staff Notes:

	PY 19-20	PY 20-21		
	Q4	Q1	Q2	Q3
Surveys Received	31	163	154	109
Number of Users	2,362	2,077	2,724	2,841
Survey Response Rate	1.3%	7.8%	5.6%	3.8%

### Sample of User Comments:

I would love to work here; great place; very helpful and courteous staff; "five stars"; thank you to staff for helping me with CalJOBS; terrific attitude; staff was very helpful with navigating all the tools available; super service.



**Staff Notes:**

	PY 19-20		PY 20-21					
	Q4		Q1		Q2		Q3	
	Non-Training	Training	Non-Training	Training	Non-Training	Training	Non-Training	Training
Surveys Received by Type	41	63	16	57	32	87	55	103
Clients Closed & Placed by Type	45	115	19	63	32	95	36	100
<b>Survey Response Rate</b>	<b>91.1%</b>	<b>54.8%</b>	<b>84.2%</b>	<b>90.5%</b>	<b>100%</b>	<b>91.6%</b>	<b>65.5%</b>	<b>97.1%</b>

**Participant Feedback:**

**Individualized Career Services:**

Did not receive job leads; no services received.

**Training Services:**

Employment is not training related; took job to "get foot in the door"; did not receive job leads; did not pass state test, took job in another field; trained in HVAC, employed as plumber; stayed with previous employer; family needs kept me from entering field of training; employed in field of training, did not receive job leads; took job in a different field due to higher pay; I already knew the career and training I wanted, assessments were of no benefit to me.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	A10
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Adult Council

**SUBJECT:** Program Year 2019-2020 Workforce Innovation and Opportunity Act Local Area Adult and Dislocated Worker Performance Results

## **RECOMMENDATION:**

Accept the attached Adult and Dislocated Worker Workforce Innovation and Opportunity Act (WIOA) Local Area Performance Results for Program Year (PY) 2019-2020.

The Adult Council approved this recommendation on May 19, 2021.

## **REASON FOR RECOMMENDATION:**

The WIOA has six (6) primary indicators of performance: Employment Rate 2nd Quarter (Q2) after Exit, Employment Rate 4th Quarter (Q4) after Exit, Median Earnings, Credential Attainment, Measurable Skill Gains, and Effectiveness in Serving Employers. Currently, the State of California has released negotiated goals for local areas for the first four (4) indicators. The last two (2) measures are new and, as such, are being phased in.

The California Workforce Development Board published the Final PY 2019 WIOA Annual Performance Report on their website in December of 2020. This report contains local area performance reports for this program year.

The cohort periods for the various indicators are as follows:

Employment Rate Q2: 07/01/2018 - 06/30/2019  
Employment Rate Q4: 01/01/2018 - 12/31/2018  
Median Earnings: 07/01/2018 - 06/30/2019  
Credential Rate: 01/01/2018 - 12/31/2018  
Measurable Skill Gains (MSG): 07/01/2019 - 06/30/2020

Local Area WIOA performance results for the Adult and Dislocated Worker programs for PY 2019-2020 are as follows:

Adult	2019 Final Goals	2019 Final Results	Achieved
Employment Q2	66.0%	79.8%	121%
Employment Q4	62.5%	75.2%	120%
Median Earnings Q2	\$5,600	\$6,857	122%
Credential Rate	54.0%	80.4%	149%
MSG	Baseline	68.7%	N/A

<b>Dislocated Worker</b>	<b>2019 Final Goals</b>	<b>2019 Final Results</b>	<b>Achieved</b>
Employment Q2	69.5%	85.0%	122%
Employment Q4	65.0%	83.4%	128%
Median Earnings Q2	\$7,600	\$8,320	109%
Credential Rate	58.0%	81.1%	140%
MSG	Baseline	71.0%	N/A

# Consent Items Submitted by the Youth Council

## **MISSION:**

To design, procure, and oversee Workforce Innovation and Opportunity Act youth services to ensure all available resources serve the needs of Fresno County youth.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B1
MEETING DATE:	June 2, 2021
ACTION:	APPROVE

2125 Kern Street, Suite 208 • Fresno, CA 93721 • (559) 490-7100 • Fax (559) 490-7199 • www.frwdb.net

**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Workforce Innovation and Opportunity Act Youth Funding Recommendations for Program Year 2021-2022

## **RECOMMENDATION:**

Approve Workforce Innovation and Opportunity Act (WIOA) Youth funding allocations for Program Year (PY) 2021-2022 as outlined in the attached budget allocation worksheet (Attachment I).

The Youth Council approved this recommendation on May 20, 2021.

## **REASON FOR RECOMMENDATION:**

The Employment Development Department (EDD), Workforce Services Division, released WIOA formula allocations for PY 2021-2022 on May 14, 2021 (Attachment II). These allocations are based on the allotment levels issued by the U.S. Department of Labor, Employment and Training Administration to the states on April 27, 2021.

The Fresno Regional Workforce Development Board (FRWDB) received \$5,876,258 of WIOA Youth funds for PY 2021-2022, a 17.63% decrease compared to last year's allocation of \$7,134,064. The estimated carryover is \$2,102,124, which is a 32.04% increase from PY 2020-2021; this brings the total available funding to \$7,978,382.

The WIOA regulations implemented on July 1, 2015, mandates that 20% of the total funds available for youth be reserved for Work Experience (WEX) opportunities, which is reflected in the recommended allocations.

FRWDB staff recommends that the Youth Council approve the proposed budget allocations as outlined in Attachment I. Approval of the recommended funding allocations will result in the following:

- 2.0% Community Outreach/One-Stop Marketing Budget in the amount of \$117,525;
- Estimated one-time move costs as follows: \$72,493 for Infrastructure; \$19,310 for Professional Services and Office Supplies; \$366,192 for Furniture and \$42,005 for Equipment;
- Decreases the carryover for PY 2022-2023 to 3%. This is a 2% reduction in the amount of \$180,415 from prior year.
- Maintain the current PY 2021-2022 WEX Pool for WIOA mandated 20% for WEX funding;
- Decrease the prior plan year WEX reserve for PY 2020-2021 by \$359,547 based on current estimated expenditures of the mandated WEX funds;
- Decrease Youth sub-contractors by 12%;

- Decrease the Vocational Training Pool by \$99,999;
- Maintain the Fresno County Public Defender's office for the Clean Slate program. This program assists job seekers in filing legal documents to assist them in addressing legal barriers to employment, i.e., criminal record expungements and back child support payments;
- Maintain Supportive Services pool;
- Maintain Participant Workshop pool;
- Maintain Soft Skills Training pool;

**FISCAL IMPACT:**

Approval of this item will allocate \$7,978,382 of WIOA Youth funds, which will be allocated to FRWDB operational, sub-contracts and participant pools. The \$176,288 will be allocated to carryover for PY 2022-2023.

**ATTACHMENTS:**

ATTACHMENT I: WIOA Youth Allocations Worksheet for PY 2021-2022

ATTACHMENT II: EDD Information Notice WSIN20-62, WIOA Formula Allocations – PY 21-22

	A	B	C	D	E	F
1	<b>WIOA YOUTH ALLOCATIONS FOR</b>					
2	<b>PROGRAM YEAR 2021 - 2022</b>					
3						
4			<b>Youth</b>	<b>Youth</b>		
5			<b>Allocation</b>	<b>Allocation</b>	<b>Increase/</b>	<b>%</b>
6			<b>2020-21</b>	<b>2021-22</b>	<b>(Decrease)</b>	<b>Change</b>
7						
8						
9	Actual/Estimated Carryover		1,591,983	2,102,124	510,141	32.04%
10	Award		7,134,064	5,876,258	(1,257,806)	-17.63%
11	<b>Total Available</b>		<b>8,726,047</b>	<b>7,978,382</b>	<b>(747,665)</b>	<b>-8.57%</b>
12						
13	<b><u>Operational Costs</u></b>					
14	Facility/Site Budgets		460,513	460,513	0	0.00%
15	Community Outreach/OS Marketing Budget	2%	0	117,525	117,525	
16	One Time New Site Costs-AJCC-East-West					
17	Infrastructure - Cabling, Security Systems, etc			72,493	72,493	
18	Professional Services and Office Supplies			19,310	19,310	
19	Furniture			366,192	366,192	
20	Equipment			42,005	42,005	
21	FRWDB Admin Support		612,924	612,924	0	0.00%
22	FRWDB Program Support		943,554	943,554	0	0.00%
23	Assessment Materials		55,494	55,494	0	0.00%
24	Carryover to Following Year	3%	356,703	176,288	(180,415)	-50.58%
25	<b>Total Operational Costs</b>		<b>2,429,188</b>	<b>2,866,298</b>	<b>437,110</b>	<b>17.99%</b>
26						
27	<b><u>Contractors &amp; Participant Pools</u></b>					
28	ResCare - Incarcerated Youth		343,067	301,899	(41,168)	-12.00%
29	ResCare - Urban North		1,159,164	1,020,064	(139,100)	-12.00%
30	Fresno EOC - Urban South		1,159,164	1,020,064	(139,100)	-12.00%
31	Proteus - Rural East		649,143	571,246	(77,897)	-12.00%
32	West Hills Community College - Rural West		429,656	378,097	(51,559)	-12.00%
33	Current Plan Year Work Experience Pool		1,284,132	1,057,726	(226,405)	-17.63%
34	Prior Plan Year Work Experience Reserve		545,000	185,453	(359,547)	-65.97%
35	Vocational Training Pool		435,848	335,849	(99,999)	-22.94%
36	Pilot Public Defenders Project		15,000	15,000	0	0.00%
37	Participant Workshop Pool		55,000	55,000	0	0.00%
38	Soft Skills Training Pool		50,000	50,000	0	0.00%
39	Community Outreach		50,000	0	(50,000)	-100.00%
40	Supportive Services		121,685	121,685	0	0.00%
41	<b>Total Contractors &amp; Participant Pools</b>		<b>6,296,859</b>	<b>5,112,084</b>	<b>(1,184,774)</b>	<b>-18.82%</b>
42						
43						
44	<b>Total Allocations</b>		<b>8,726,047</b>	<b>7,978,382</b>		
45			<b>0</b>	<b>0</b>		
46						
47			<b>1,284,132</b>	<b>1,057,726</b>		
48	Work Experience Training Percentage		20%	20%		
49						
50						
51	Note: Due to spreadsheet formula rounding calculations, total(s) may be \$1.00 off.					
52	Prepared By: C. Beierschmitt					



# WIOA Formula Allocations – PY 21-22

Workforce Services Information Notice  
WSIN20-62

Issued: May 14, 2021

The Workforce Innovation and Opportunity Act (WIOA) Title I formula fund allocations for each Local Workforce Development Area (Local Area), for Program Year (PY) 2021-22, have been released. These allocations (Adult, Youth, and Dislocated Worker (DW)) are based on the allotments issued by the U.S. Department of Labor (DOL), to the states per [Training and Employment Guidance Letter 19-20](#), dated April 27, 2021.

The WIOA prescribes a specific method to calculate sub-state hold harmless levels for DW Program funds. As a result, there is an alignment in the WIOA hold harmless provisions across the Youth, Adult, and DW programs. These hold harmless provisions were established to help mitigate year-to-year volatility in funding levels. Under the WIOA, hold harmless provisions ensure that each area receives no less than 90 percent of their average percentage share from the two prior years. The local areas that receive more than 100 percent of their average percentage share from the previous two years will be proportionately reduced by the amount of total funding necessary to ensure that all local areas receive at least 90 percent of their average percentage share from the two prior years.

Please be aware that this notice is being issued for planning and budgeting purposes only because the state has not yet received the federal Notice of Award (NOA) for any of the funding streams. Once the NOA has been received, Youth allocations will be released to Local Areas immediately. Youth allotments to the states will be issued in one sum with an effective date of April 1, 2021, under the grant code 301. The Adult and DW allocations will be released as soon as we receive federal and state spending authority for these funds.

The allotment to California and the amounts available for the formula allocation to the local areas are listed below. Attachment 1 reflects the total amount local areas will receive for each of the funding streams during the PY 20-21. Additionally, Attachment 2 provides a breakdown of how each of the three funding streams are allocated.

## PY 21-22 Federal Allotment & Available Formula Allocation

PY 21-22 Title I	Total Federal Allotment	Total Available for Formula Allocation
Youth Program	\$125,113,453	\$106,346,436
Adult Program	\$120,643,129	\$102,546,660
Dislocated Worker Program	\$149,720,406	\$89,832,244
Total	\$395,476,988	\$298,725,340

If you have any questions, please contact the Financial Management Unit at [WSBFinancialManagementUnit@edd.ca.gov](mailto:WSBFinancialManagementUnit@edd.ca.gov).

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

## Supplemental Documents

- [Youth, Adult, and Dislocated Worker Allotments \(XLSX\)](#)
- [WIOA Funding PY 21-22 \(XLSX\)](#)

Workforce Innovation and Opportunity Act  
Youth, Adult, and Dislocated Worker Activities Final Allocations  
Program Year 2021 - 2022

Local Area	Round 1			Round 2		Grand Total
	Youth	Adult	Dislocated Worker	Adult	Dislocated Worker	
Alameda	\$1,578,803	\$267,036	\$358,178	\$1,258,569	\$1,524,060	\$4,986,646
Anaheim City	\$713,942	\$121,978	\$112,013	\$574,895	\$476,618	\$1,999,446
Contra Costa	\$1,499,346	\$252,842	\$327,918	\$1,191,672	\$1,395,306	\$4,667,084
Foothill	\$620,910	\$109,127	\$104,933	\$514,326	\$446,493	\$1,795,789
<b>Fresno</b>	<b>\$5,876,258</b>	<b>\$987,134</b>	<b>\$822,475</b>	<b>\$4,652,476</b>	<b>\$3,499,665</b>	<b>\$15,838,008</b>
Golden Sierra	\$795,690	\$139,790	\$193,765	\$658,848	\$824,478	\$2,612,571
Humboldt	\$305,686	\$45,723	\$48,688	\$215,499	\$207,171	\$822,767
Imperial	\$2,832,967	\$488,954	\$420,971	\$2,304,498	\$1,791,250	\$7,838,640
Kern, Inyo, and Mono	\$5,598,757	\$951,993	\$795,226	\$4,486,853	\$3,383,716	\$15,216,545
Kings	\$801,863	\$151,898	\$121,120	\$715,913	\$515,369	\$2,306,163
Los Angeles City	\$13,158,232	\$2,244,778	\$1,684,239	\$10,579,893	\$7,166,512	\$34,833,654
Los Angeles County	\$11,442,404	\$1,905,190	\$1,436,320	\$8,979,373	\$6,111,601	\$29,874,888
Pacific Gateway	\$1,711,948	\$276,194	\$201,916	\$1,301,734	\$859,162	\$4,350,954
Madera	\$773,210	\$134,638	\$109,993	\$634,565	\$468,025	\$2,120,431
Merced	\$1,769,162	\$292,265	\$247,258	\$1,377,477	\$1,052,094	\$4,738,256
Mother Lode	\$306,035	\$63,102	\$65,313	\$297,408	\$277,909	\$1,009,767
Monterey	\$2,058,814	\$357,220	\$399,252	\$1,683,621	\$1,698,831	\$6,197,738
Workforce Alliance of the North Bay	\$854,796	\$154,730	\$186,239	\$729,259	\$792,455	\$2,717,479
North Central Counties Consortium	\$1,291,159	\$219,073	\$201,886	\$1,032,518	\$859,032	\$3,603,668
NoRTEC	\$2,228,227	\$389,589	\$352,622	\$1,836,175	\$1,500,419	\$6,307,032
NOVA	\$1,101,312	\$196,763	\$312,274	\$927,368	\$1,328,739	\$3,866,456
Oakland City	\$1,049,187	\$190,196	\$174,132	\$896,416	\$740,938	\$3,050,869
Orange	\$3,295,177	\$552,216	\$733,087	\$2,602,657	\$3,119,314	\$10,302,451
Richmond City	\$279,574	\$50,646	\$44,198	\$238,702	\$188,062	\$801,182
Riverside	\$5,958,827	\$988,966	\$1,081,096	\$4,661,109	\$4,600,106	\$17,290,104
Sacramento	\$3,276,030	\$557,245	\$594,818	\$2,626,361	\$2,530,973	\$9,585,427
Santa Ana City	\$751,794	\$127,094	\$91,675	\$599,006	\$390,082	\$1,959,651
Santa Barbara	\$1,187,873	\$149,282	\$183,746	\$703,582	\$781,846	\$3,006,329
San Benito	\$197,749	\$33,477	\$42,411	\$157,780	\$180,459	\$611,876
San Bernardino	\$5,145,086	\$855,952	\$823,618	\$4,034,201	\$3,504,528	\$14,363,385
South Bay	\$1,685,771	\$298,133	\$276,023	\$1,405,137	\$1,174,488	\$4,839,552
Santa Cruz	\$949,697	\$146,350	\$174,944	\$689,766	\$744,395	\$2,705,152
San Diego	\$6,347,207	\$1,056,206	\$1,114,227	\$4,978,021	\$4,741,078	\$18,236,739
SELACO	\$1,302,102	\$218,861	\$190,283	\$1,031,517	\$809,663	\$3,552,426
San Francisco	\$1,209,383	\$230,666	\$298,221	\$1,087,156	\$1,268,943	\$4,094,369
San Joaquin	\$3,038,918	\$511,253	\$472,603	\$2,409,595	\$2,010,944	\$8,443,313
San Jose - Silicon Valley	\$1,975,827	\$334,831	\$397,215	\$1,578,097	\$1,690,164	\$5,976,134
San Luis Obispo	\$558,355	\$74,426	\$76,635	\$350,780	\$326,085	\$1,386,281
Solano	\$904,819	\$162,683	\$184,669	\$766,743	\$785,775	\$2,804,689
Sonoma	\$743,842	\$125,765	\$152,242	\$592,746	\$647,795	\$2,262,390
Stanislaus	\$2,485,652	\$422,782	\$369,763	\$1,992,620	\$1,573,354	\$6,844,171
Tulare	\$3,666,568	\$617,423	\$524,960	\$2,909,984	\$2,233,725	\$9,952,660
Verdugo	\$850,041	\$157,274	\$143,561	\$741,251	\$610,859	\$2,502,986
Ventura	\$1,545,406	\$254,617	\$350,972	\$1,200,039	\$1,493,399	\$4,844,433
Yolo	\$622,030	\$82,983	\$96,796	\$391,110	\$411,870	\$1,604,789

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

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AGENDA ITEM:	B2
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

**TO:** Fresno Regional Workforce Development Board  
**FROM:** Youth Council  
**SUBJECT:** Third Quarter Workforce Innovation and Opportunity Act Young Adult Participant Work Experience Report for Program Year 2020 – 2021

## **RECOMMENDATION:**

Accept the Third Quarter Workforce Innovation and Opportunity Act (WIOA) Young Adult Participant Work Experience Report for Program Year (PY) 2020 – 2021.

The Youth Council approved this recommendation on May 20, 2021.

## **REASON FOR RECOMMENDATION:**

The WIOA places a priority on providing youth with occupational learning opportunities through Work Experience. These Work Experiences include: paid work experience, pre-apprenticeship programs, job shadowing, and on-the-job training activities. Beginning July 1, 2015, local boards were required to begin implementing new Work Experience requirements, which included a mandated minimum expenditure requirement of 20%.

The WIOA formula funding has a two (2) year life cycle, and local areas are mandated to fully expend the required Work Experience funding by June 30th of the last program year. e.g., Work Experience funds allocated in PY 2018 – 2019 were required to be fully expended by June 30, 2020.

The total Work Experience allocation for PY 2019 – 2020 was \$1,106,526 and was required to be fully expended by June 30, 2021. \$202,320.48 of the 2019-2020 funds were carried into PY 2020 – 2021 and were fully expended by December 2020, meeting the mandated expenditure requirement for PY 2019 – 2020 funds.

Total allocations for PY 2020 – 2021 is \$1,284,131.52 which must be expended by June 30, 2022.

The following table provides available funding for Work Experience as of July 01, 2020, which includes PY 2019 – 2020 carry in funds of \$202,320.48, PY 2020 – 2021 allocated funds of \$1,284,131.52 and the total year-to-date expenditures through March 31, 2021, by provider.

Work Experience YTD Expenditure Report			
FCEOC	\$460,682.43	\$227,157.15	49.30%
Equus Workforce Solutions	\$597,026.33	\$404,256.30	67.71%
Proteus, Inc.	\$257,986.59	\$137,187.62	53.17%
WHCCD	\$170,756.65	\$21,201.32	12.41%
<b>Total</b>	<b>\$1,486,452.00</b>	<b>\$789,802.39</b>	<b>53.13%</b>

Staff has no concerns at this time in spending the PY 2020 – 2021 Work Experience allocation by the June 30, 2022, deadline.

# **FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD**

<b>AGENDA ITEM:</b>	<b>B3</b>
<b>MEETING DATE:</b>	<b>June 2, 2021</b>
<b>ACTION:</b>	<b>ACCEPT</b>

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Third Quarter Local Performance Results Report for Program Year 2020-2021

**RECOMMENDATION:**

Accept the attached Young Adult Program Providers of Services Local Performance Results Report for the Third Quarter of Program Year (PY) 2020 – 2021.

The Youth Council approved this recommendation on May 20, 2021.

**REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets and administrative plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports. FRWDB staff will submit both upon request, but not less often than every quarter.

The attached worksheets provide local performance results for each of the Young Adult Provider of Services through March 31, 2021.

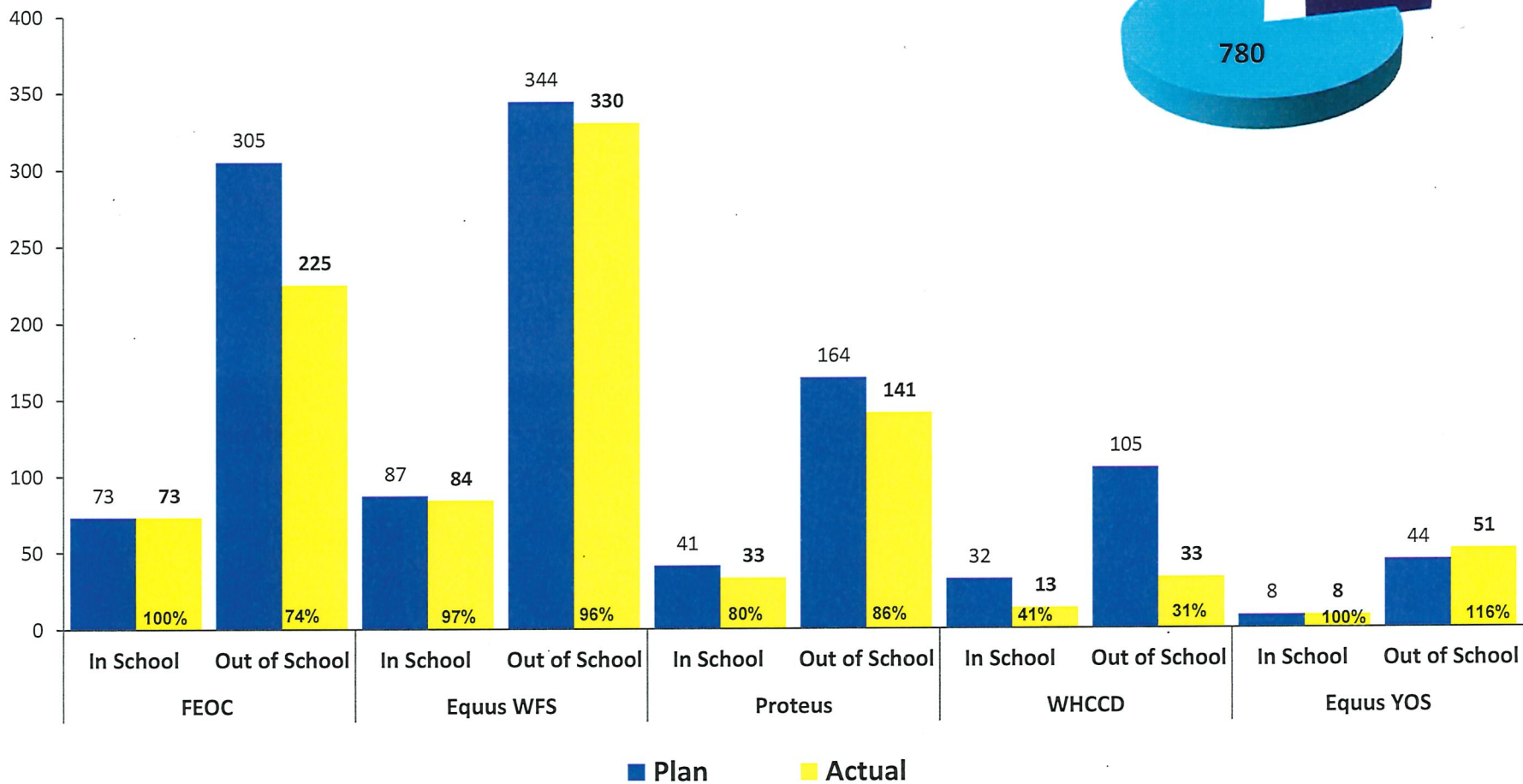
**ATTACHMENT:**

Young Adult Services, Year-to-Date Local Performance Results Report for the Third Quarter of Program Year 2020 – 2021.



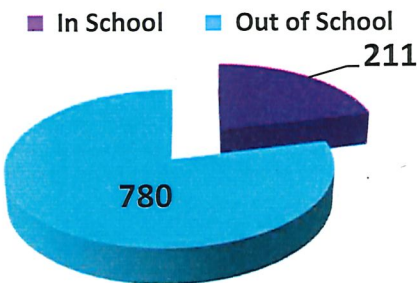
FEOC - Fresno Economic Opportunities Commission  
Equus WFS - Equus Workforce Solutions  
Proteus - Proteus, Inc.  
WHCCD - West Hills Community College District  
Equus YOS- Youth Offender Services

Youth Served



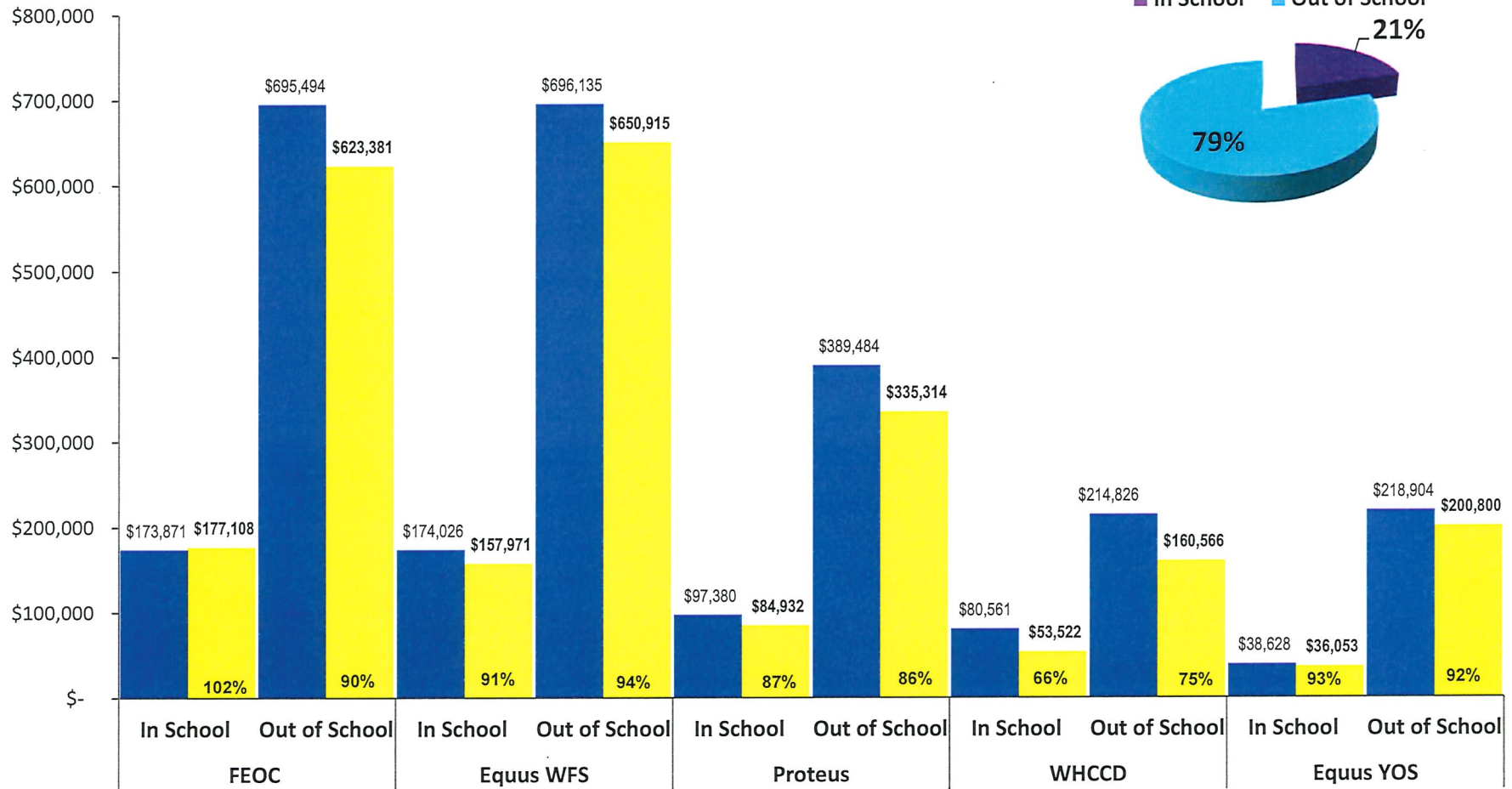
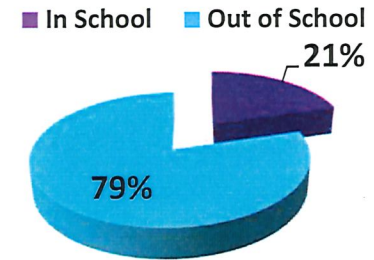
Note: Number served goal is 95%

Total Served- 991



## Youth Expenditures

## Total Expenditures



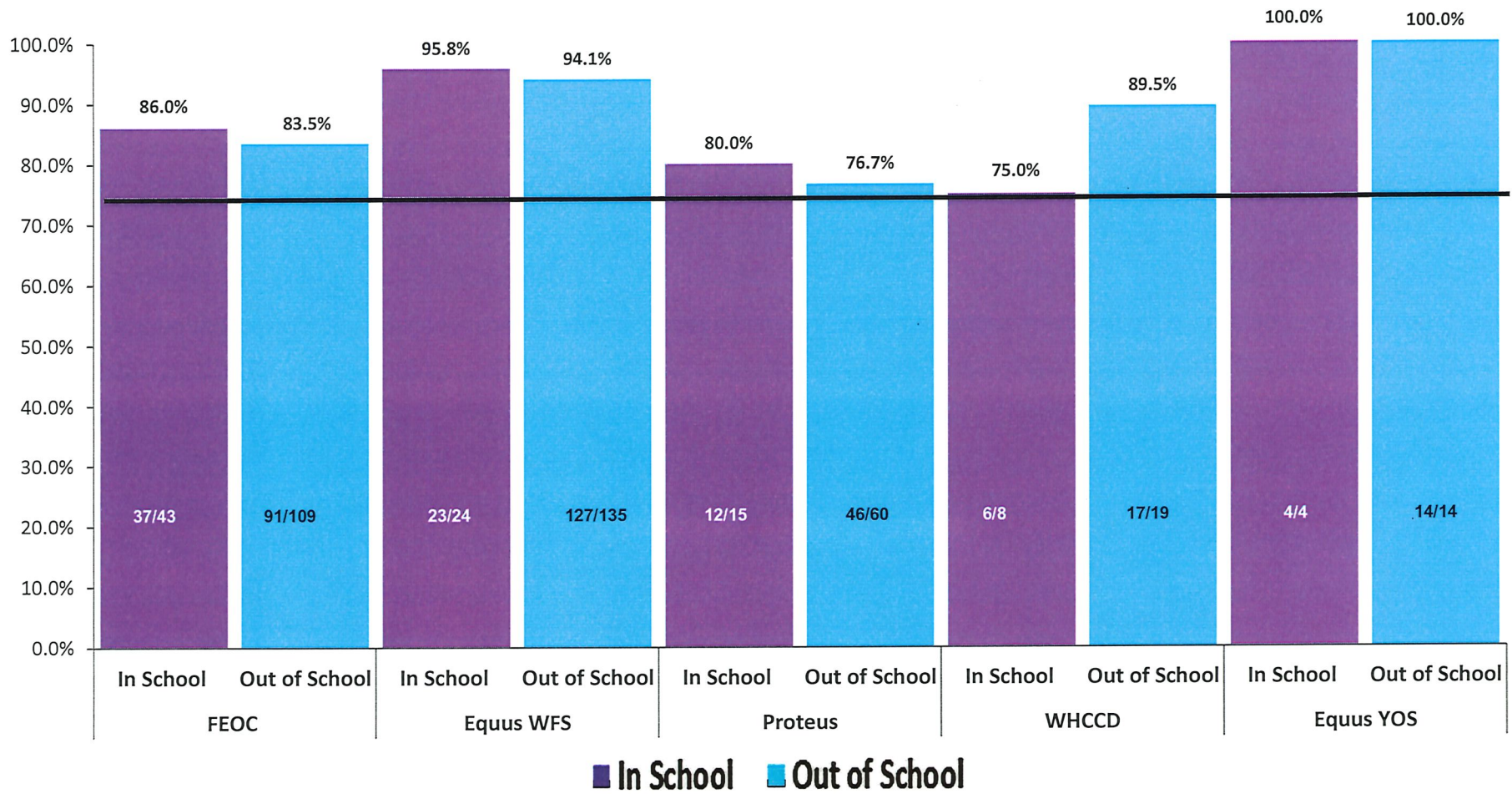
Note: WIOA mandates a minimum of 75% Out-of-School Expenditures and a maximum of 25% In-school Expenditures. The expenditures goal range is 95% to 100%.

■ Plan ■ Actual

## Youth Placement in Employment or Education

### Goals

Placement 73.5%

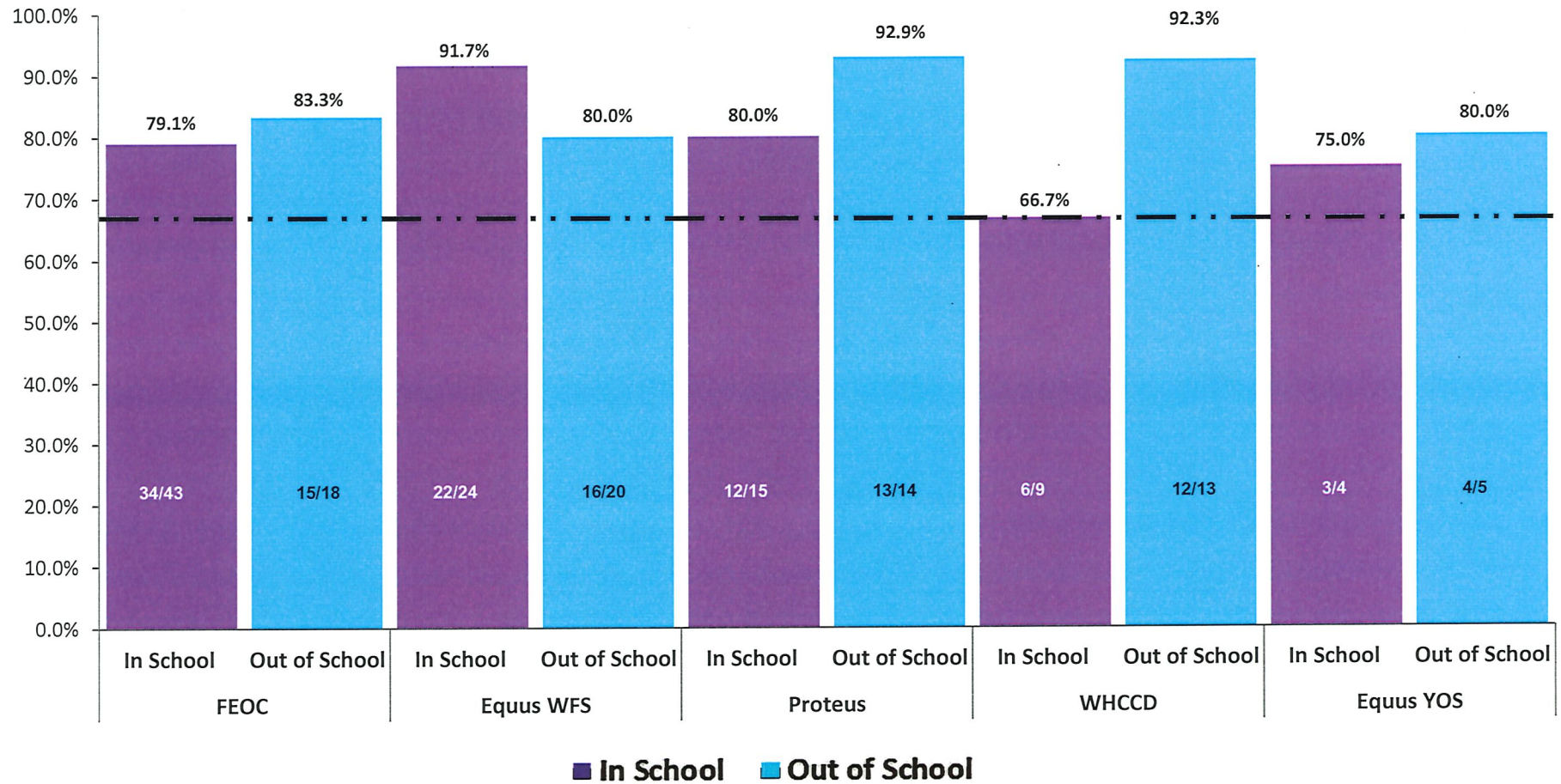




## Youth Certificate of Attainment

### Goals

Certificate of Attainment 66.5% 

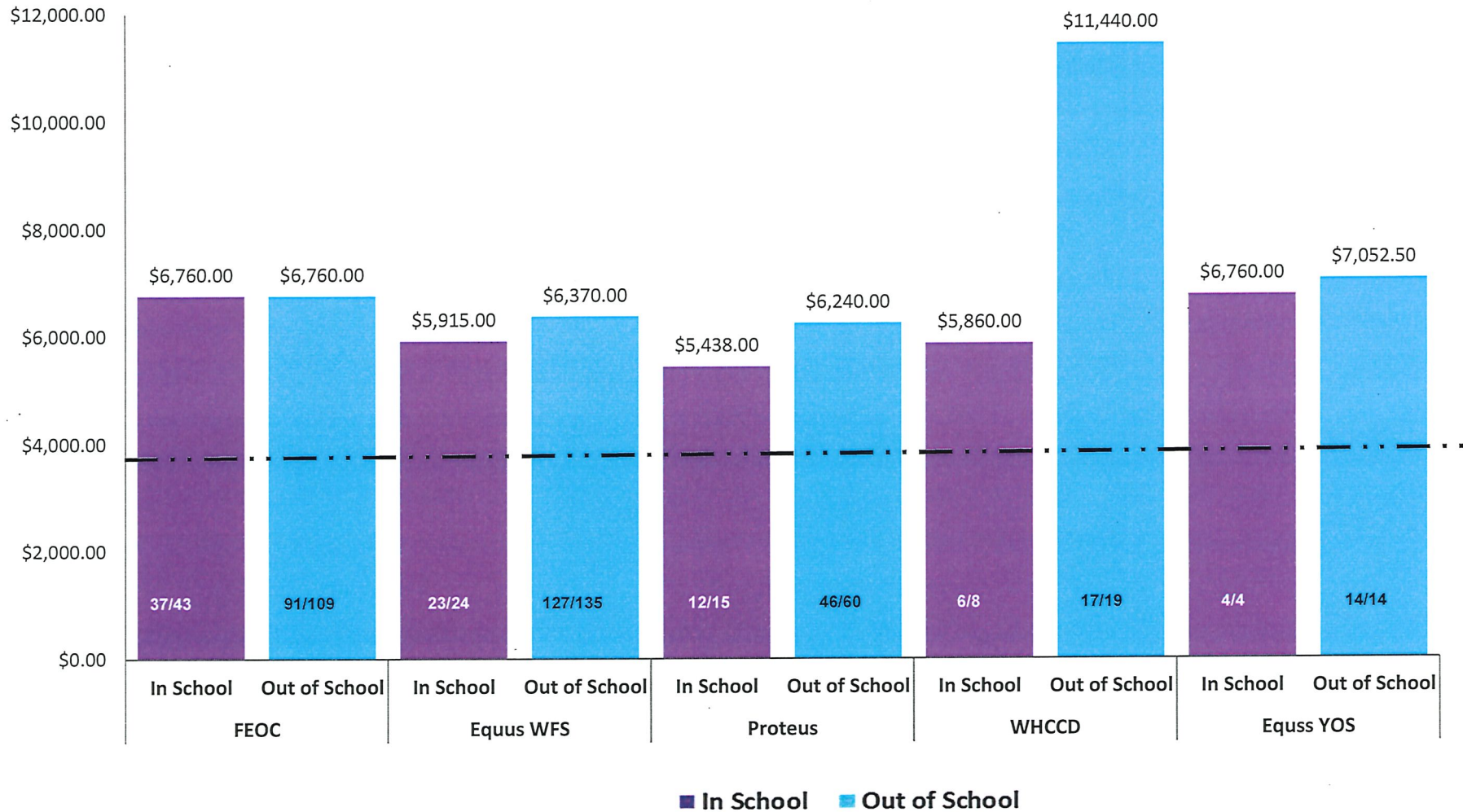




## Youth Median Wage

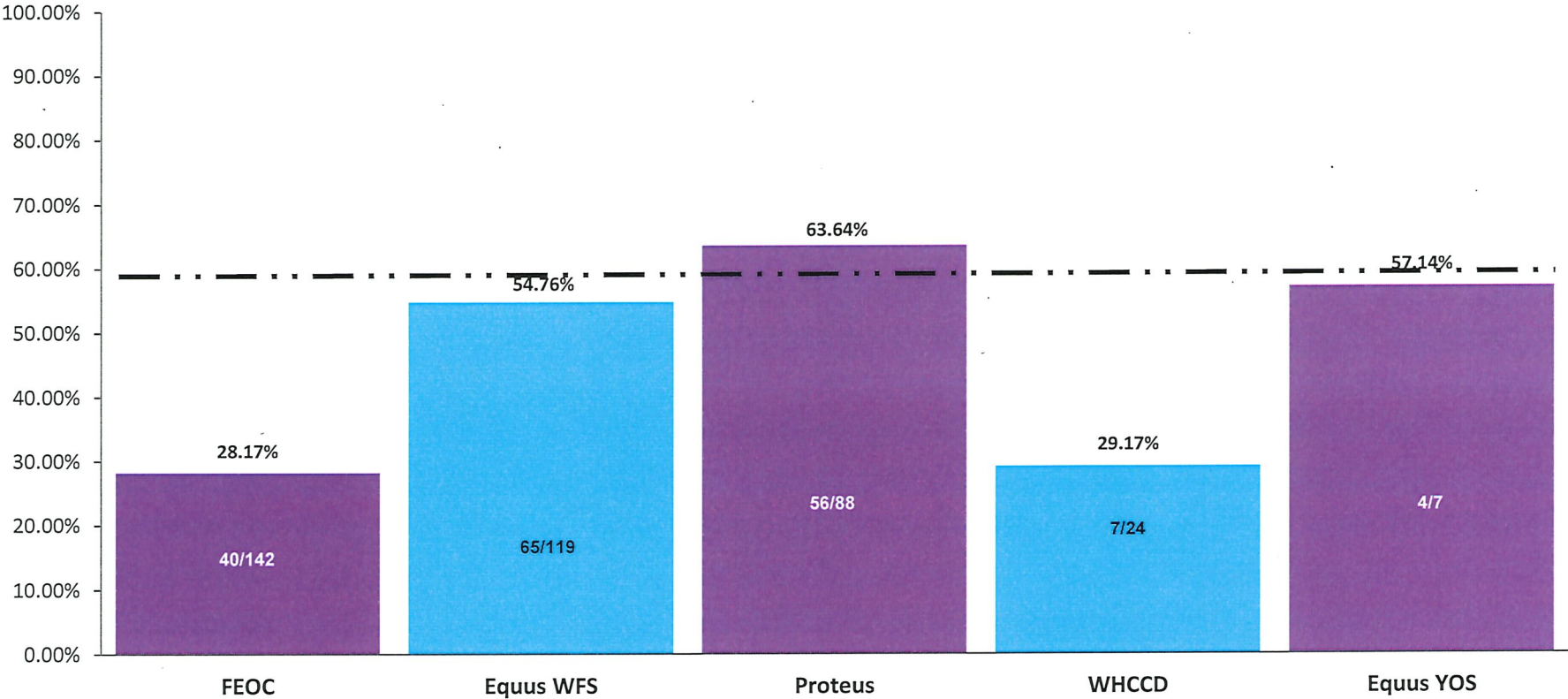
PY 2020-2021

Median Wage is \$ 3,700 — . . — .



Youth  
Measurable Skills Gain (MSG)

Goals  
Measurable Skills Gain 58% — — — — —



Note: MSG Includes In-School & Out of School Youth

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B4
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board  
**FROM:** Youth Council  
**SUBJECT:** Third Quarter Young Adult Satisfaction Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the Third Quarter Youth Program Satisfaction Report for Program Year (PY) 2020-2021.

The Youth Council approved this recommendation on May 20, 2021.

## **REASON FOR RECOMMENDATION:**

The Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets plans. Additional administrative responsibilities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports.

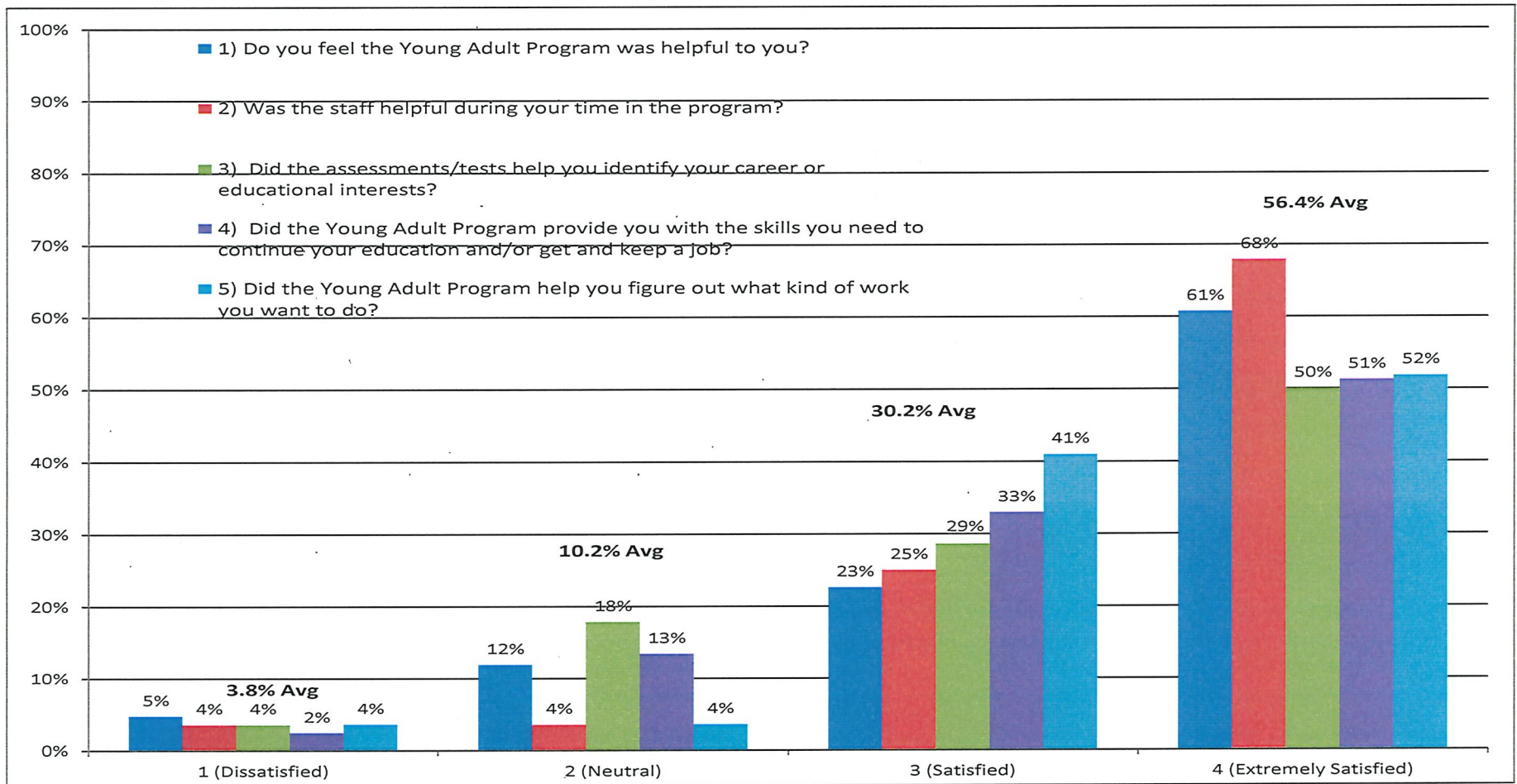
As part of this responsibility, FRWDB staff has implemented the Youth Program Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is aggregated, analyzed and reviewed on a quarterly basis and reported to this Council.

FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our youth and young adult participants. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between providers and FRWDB staff.

## **ATTACHMENT:**

Youth Program Satisfaction Report for the Third Quarter of PY 2020-2021

## Third Quarter Young Adult Customer Satisfaction Report for Program Year 2020-2021



Surveys Received	84
Participants Closed	133
Survey Response Rate	63.2%

### Participant Comments:

I would have enjoyed more group interviewing activities (prior to COVID); Can you bring back incentives as a reward for a job well done; more flexibility on workshop hours or open on the weekends; more work experience hours; thanks for the help; no changes, I became employed as a result of the program and staff; counselors were great; I appreciated the encouragement of staff throughout the process; thank you for the vocational training opportunity; the Job Readiness workshops were of tremendous value and I am now employed; interviewing skills workshop was very helpful and informative; staff were very helpful in assisting me in learning how to do career research; too much testing to get a work experience.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B5
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021

**RECOMMENDATION:**

Accept the following Providers of Services' Monitoring Report for the Third Quarter of Program Year 2020-2021.

The Youth Council approved this recommendation on May 20, 2021.

**REASON FOR RECOMMENDATION:**

Fresno Regional Workforce Development Board staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state and local regulations and/or policies. The attached is an overview of the Youth contracts that were monitored during the period of January 1, 2021, through March 31, 2021.

**ATTACHMENT:**

Youth Providers of Services' Monitoring Report Third Quarter, Program Year 2020-2021



**Youth Providers of Services Monitoring Report  
Third Quarter, Program Year 2020-2021**

*Program monitoring of the following sub-recipients was completed during the third quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
Proteus, Inc. PY 20-21	333	1) Youth Assessment Issues 2) Job Readiness Workshop Issues <b>All findings closed</b>

*Program monitoring of the following sub-recipients was in process at the end of the third quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>
Fresno Economic Opportunities Commission PY 20-21	310
Fresno Economic Opportunities Commission – Local Conservation Corps. PY 20-21	646
West Hills Community College District PY 18-19, PY 19-20, PY 20-21	390

**Fiscal Monitoring:**

*Fiscal monitoring of the following sub-recipients was completed during the third quarter:*

<b>Sub-Recipient</b>	<b>Contract #(s)</b>	<b>Results</b>
Proteus, Inc. PY 19-20 Fiscal Closeout	333	<b>No Findings</b>  There was an issue with Internal Controls highlighted in the Single Audit. Corrective Actions have been implemented and will be reviewed during the next fiscal review.
Reedley Community College PY 19-20 Fiscal Closeout	WAF 7.0	<b>No Findings</b>
Fresno Economic Opportunities Commission PY 19-20 Fiscal Closeout	310, 812	<b>No Findings</b>
West Hills Community College District PY 20-21 Fiscal Annual Review	390	<b>No Findings</b>
Reedley Community College PY 20-21 Fiscal Annual Review	374	<b>No Findings</b>
Fresno Economic Opportunities Commission – Local Conservation Corps. PY 20-21 Fiscal Annual Review	646	<b>No Findings</b>

*Fiscal monitoring of the following sub-recipients was in process at the end of the third quarter: **NONE***

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B6
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021

## **RECOMMENDATION:**

Accept the following Youth Customer Complaint Report for the Third Quarter of Program Year (PY) 2020-2021.

The Youth Council approved this recommendation on May 20, 2021.

## **REASON FOR RECOMMENDATION:**

Under the Fresno Regional Workforce Development Board (FRWDB) Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

No Youth program complaints were received during the Third Quarter of PY 2020-2021.

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	B7
MEETING DATE:	June 2, 2021
ACTION:	ACCEPT

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Youth Council

**SUBJECT:** Workforce Innovation and Opportunity Act Local Area Youth Performance Results for Program Year 2019-2020

## **RECOMMENDATION:**

Accept the Youth Local Area Performance Results for Program Year (PY) 2019-2020.

The Youth Council approved this recommendation on May 20, 2021.

## **REASON FOR RECOMMENDATION:**

The Workforce Innovation and Opportunity Act (WIOA) has six (6) primary indicators of performance: Employment Rate 2nd Quarter (Q2) after Exit, Employment Rate 4th Quarter (Q4) after Exit, Median Earnings, Credential Attainment, Measurable Skill Gains, and Effectiveness in Serving Employers. Currently, the State of California has released negotiated goals for local areas for three of the six indicators. The other three measures are new and as such are being phased in.

The California Workforce Development Board published the Final PY 2019 WIOA Annual Performance Report on their website in December of 2020. This report contains local area performance reports for this program year.

The cohort periods for the various indicators are as follows:

Employment Rate Q2: 07/01/2018 - 06/30/2019  
Employment Rate Q4: 01/01/2018 - 12/31/2018  
Median Earnings: 07/01/2018 - 06/30/2019  
Credential Rate: 01/01/2018 - 12/31/2018  
Measurable Skill Gains (MSG): 07/01/2019 - 06/30/2020

Youth Local Area WIOA performance results for PY 2019-2020 are as follows:

Youth	2019 Final Goals	2019 Final Results	Achieved
Employment/Education Q2	66.9%	73.5%	110%
Employment/Education Q4	64.0%	69.9%	109%
Median Earnings Q2	Baseline	\$3,621	N/A
Credential Rate	54.0%	76.3%	141%
MSG	Baseline	65.5%	N/A



# Non-Consent

## Agenda Items

# FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	12
MEETING DATE:	June 2, 2021
ACTION:	INFORMATION

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**TO:** Fresno Regional Workforce Development Board

**FROM:** Blake Konczal, Executive Director

**SUBJECT:** Fourth Quarter Community Events

**INFORMATION:**

The Fresno Regional Workforce Development Board has no events to list for the first quarter of Program Year 2021-2022.