

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD
FOUR YEAR STRATEGIC PLAN MODIFICATION

The Workforce Innovation and Opportunity Act (WIOA) requires the Fresno Regional Workforce Development Board (FRWDB) to prepare, review, and submit Regional and Local plans for Program Years 2021-2024. The plans must identify and describe the policies, procedures, and activities that are provided in Fresno County, consistent with the State plan.

The FRWDB is seeking public comments as required by the WIOA on the draft plans. Copies will be available on our website at www.frwdb.net and for pick up at the FRWDB administrative office located at the address below, on March 17, 2021.

Comments may be submitted in writing to:

Blake Konczal, Executive Director
Fresno Regional Workforce Development Board
2125 Kern Street, Suite 208
Fresno, CA 93721
Fax: 559-490-7199
E-mail: WIOAplan@workforce-connection.com

To ensure your comments can be considered, they must be received no later than
5:00 p.m. on April 15, 2021.

San Joaquin Valley &
Associated Counties
Regional Planning Unit

REGIONAL PLAN

2 0 2 1 - 2 0 2 4

contact: Adolph Lopez, Regional Organizer

email: sjvac@stanworkforce.com

phone: (209) 558-2100

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I. INTRODUCTION AND OVERVIEW

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 (RPUs), 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 shifts¹ 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?

¹ 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 2020.² 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 regions³.

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 2022⁴. 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.

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

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

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

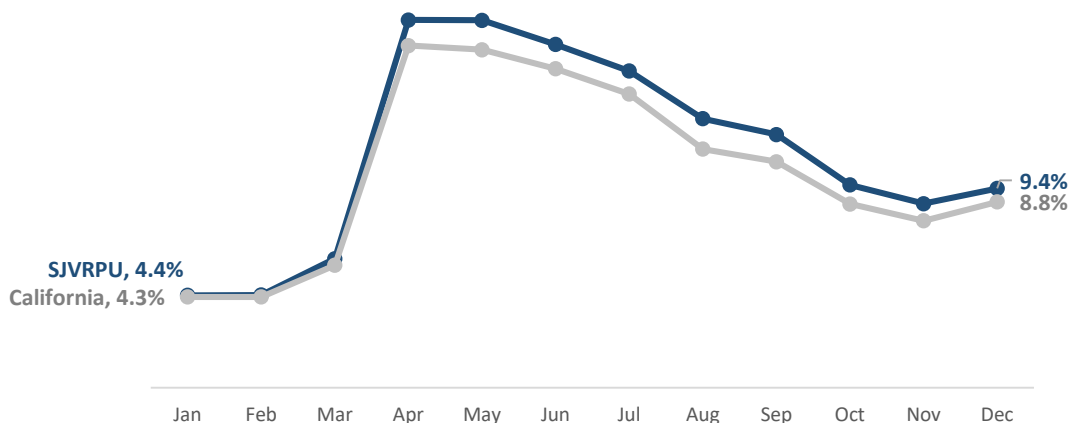
Recommendations Accompanying RDA Analysis

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.

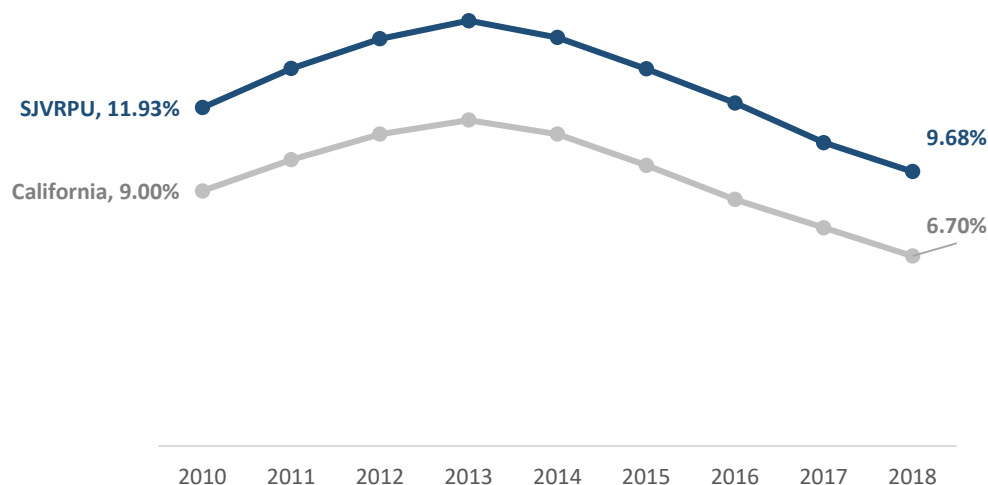
Table 1 provides an overview of unemployment rates by each of the SJVAC RPU's local workforce development areas as of October 2020. Unemployment is highest in Tulare County and lowest in Madera County.

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.

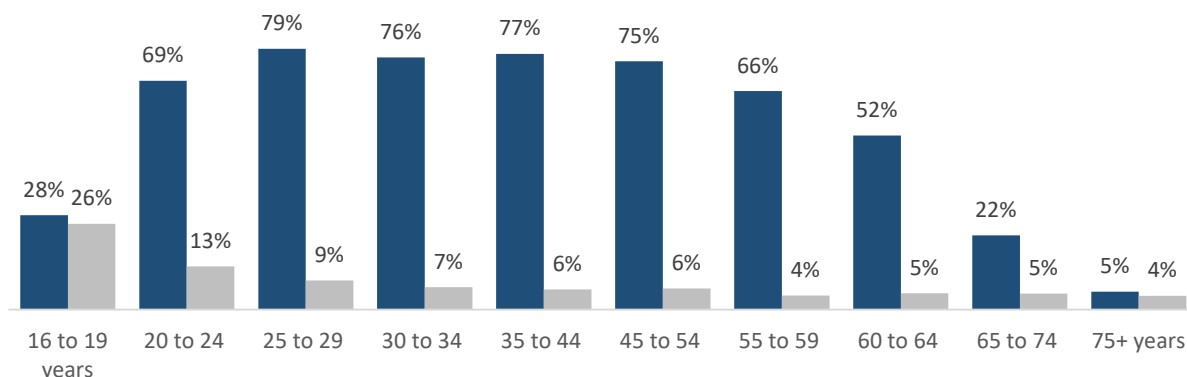
SJVAC RPU currently and historically has a higher unemployment rate than the overall state. Often recessions have larger impacts on the region and the region takes longer to recover. The non-seasonally adjusted unemployment rate is likely higher due to the seasonality of work in the agriculture industry.

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.

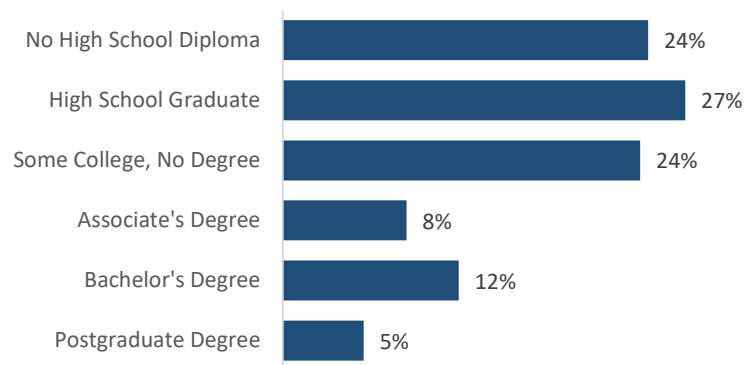
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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

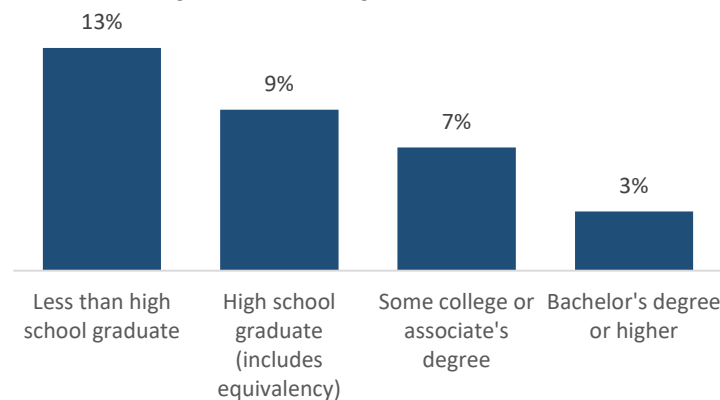
To assess the education and skill level of the workers in the SJVAC RPU, RDA utilized demographic data from the American Community Survey, five-year estimates (2014-18) and examined awards and skill gaps data provided by JobsEQ. The majority of the region's population age 25-64 have not been awarded 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



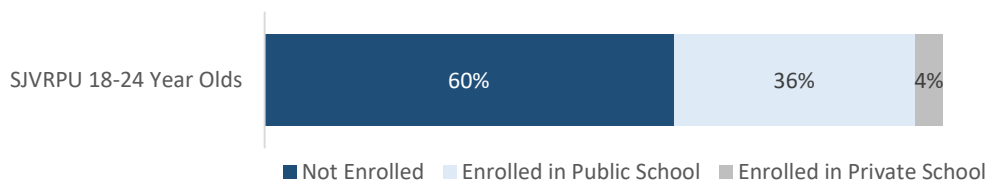
Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

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 this 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 1. 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: ⁵

- ***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*

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

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
- 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*⁶ 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.

⁶ 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, 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
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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.

V.	ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES
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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.

Regional Service Strategies

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>Regional Administrative Cost Arrangements</h3>

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.

VI.	PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24
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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.

VII.	APPENDICES
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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	OVCDC 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.

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

2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

Attachment 3

SIGNATURE PAGE

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

SIGNATURE PAGE (cont.)

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

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

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

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Name, Title	Date	

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

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

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

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