

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

SPECIAL MEETING
Adult Council
May 19, 2021 @ 4:00 p.m.

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

Use the information below to join this meeting:

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<https://us02web.zoom.us/j/87583919577?pwd=VmdpWXJoUityY3pMNjVObzQ1N29ZQT09>

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Meeting ID: 875 8391 9577
Passcode: 190015

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

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

ROLL CALL

AGENDA CHANGES: REMOVAL OF ITEMS OR EMERGENCY ADDITIONS

ABSTENTIONS/RECUSALS/DISCLOSURE OF POTENTIAL CONFLICTS OF INTEREST

COMMITTEE CHAIR/STAFF COMMENTS

PUBLIC COMMENTS

Item	Description	Presenter	Enclosure	Action	Page #
1.	January 28, 2021, Adult Council Meeting Minutes	Konczal	Yes	Approve	4
2.	Fresno Regional Workforce Development Board Outstanding Achievement Awards	Varela	Yes	Information	8
3.	Workforce Innovation and Opportunity Act Regional and Local Plan	Konczal	Yes	Recommend to Approve	9
4.	Workforce Innovation and Opportunity Act Adult and Dislocated Worker Funding Recommendation for Program Year 2021-2022	Konczal	Yes	Recommend to Approve	94
5.	Program Year 2021-2022 Adult Services and Dislocated Worker Services Contract Award Recommendations	Konczal	Yes	Recommend to Approve	95

ACCOMMODATIONS FOR PERSONS WITH DISABILITIES

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

Item	Description	Presenter	Enclosure	Action	Page #
6.	Authorization to Award AJCC Office Furniture Contract	Konczal	Yes	Recommend to Authorize	99
7.	Third Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021	Stogbauer	Yes	Recommend to Accept	100
8.	Third Quarter Local Performance Results Reports for Program Year 2020-2021	Stogbauer	Yes	Recommend to Accept	102
9.	Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021	DeWitt	Yes	Recommend to Accept	109
10.	Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021	DeWitt	No	Recommend to Accept	112
11.	Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2020-2021	DeWitt	Yes	Recommend to Accept	114
12.	Program Year 2019-2020 Workforce Innovation and Opportunity Act Local Area Adult and Dislocated Worker Performance Results	Stogbauer	Yes	Recommend to Accept	117
13.	Third Quarter Adult and Dislocated Worker Demographics Report for Program Year 2020-2021	Stogbauer	Yes	Information	119
14.	America's Job Centers of California Usage Report	Stogbauer	Yes	Information	126
15.	Agenda Items for July 22, 2021, Meeting	Konczal	No	Discussion	--
16.	Meeting Feedback	Konczal	No	Discussion	--

**Fresno Regional Workforce Development Board
Adult Council
2021 Attendance Roster**

	1/28/21	Rescheduled 4/22/21	Special 5/19/21	7/22/21	10/28/21
Daniel	A	XX			
Olivares	P	XX			
Riojas*	P	XX			
Rivinius	A	XX	--		
Van Horn	P	XX			
Watkins	P	XX			

* = Chairperson

P = Present

A = Absent

-- = Not a Member at Time of Meeting

XX = Meeting Cancelled

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	1
MEETING DATE:	May 19, 2021
ACTION:	APPROVE

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

TO: Adult Council
FROM: Blake Konczal, Executive Director
SUBJECT: January 28, 2021, Adult Council Meeting Minutes

INFORMATION:

Approve the minutes of the January 28, 2021, Adult Council Meeting Minutes.

ATTACHMENT:

January 28, 2021, Adult Council Meeting Minutes



FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

Adult Council
January 28, 2021
SUMMARY MINUTES

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

ROLL CALL: PRESENT - Joe Olivares, Chuck Riojas, Stuart Van Horn, and Sherri Watkins

ABSENT - David Daniel and Elizabeth Rivinius

AGENDA CHANGES: None

ABSTENTIONS/RECUSALS/
DISCLOSURES OF
POTENTIAL CONFLICTS OF
INTEREST: None

COMMITTEE CHAIR/STAFF
COMMENTS: Blake Konczal, Executive Director, Fresno Regional Workforce Development Board (FRWDB) was not able to attend the meeting. Phyllis Stogbauer, Senior Deputy Director, FRWDB, presented Mr. Konczal's agenda items to the Adult Council.

PUBLIC COMMENTS: None

Item	Description/Action Taken
1.	<p><u>October 22, 2020, Adult Council Meeting Minutes</u></p> <p>Ms. Stogbauer presented the October 22, 2020, Adult Council (Council) meeting minutes for the Council's approval.</p> <p>OLIVARES/VAN HORN – APPROVED THE OCTOBER 22, 2020, ADULT COUNCIL MEETING MINUTES. VOTE: YES – 4, NO – 0 (UNANIMOUS)</p>
2.	<p><u>Fresno Regional Workforce Development Board Outstanding Achievement Awards</u></p> <p>Nuvia Varela, Adult/Youth Program Manager, FRWDB, reported that the FRWDB Outstanding Achievement Award for the Third Quarter had been awarded to Adeel Haider; who has obtained employment as a Licensed Vocational Nurse. Ms. Varela showed a video presentation highlighting Mr. Haider's journey of training to employment through Workforce Connection and indicated that a link to the video presentation was available on YouTube, and that a link to that video could be found on the agenda item.</p> <p>This was an information item.</p>
3.	<p><u>First Quarter Workforce Innovation and Opportunity Act Adult Participant Training Report for Program Year 2020-2021</u></p> <p>Ms. Stogbauer presented for the Council's review and recommendation to the FRWDB, the Program Year (PY) 2020-2021 First Quarter Workforce Innovation and Opportunity Act (WIOA) Adult</p>

Participant Training Report. She reminded the Council that these funds have a two (2)-year shelf life and are mandated to be expended by June 30, 2021. She noted that training expenditures were far below what they normally would be by the end of the first quarter, and stated that this was due to COVID-19. She indicated that FRWDB staff continues to watch the expenditure rate, and that they are looking to the state for some type of relief in meeting the mandate. She stated that all Workforce Boards in the state have been similarly affected.

OLIVARES/WATKINS – RECOMMENDED THAT THE FRWDB ACCEPT THE FIRST QUARTER WIOA ADULT PARTICIPANT TRAINING REPORT FOR PY 2020-2021. VOTE: YES – 4, NO – 0 (UNANIMOUS)

4. Second Quarter Local Performance Results Report for Program Year 2020-2021

Ms. Stogbauer presented the Second Quarter Local Performance Results Report for PY 2020-2021, for the Council's recommendation to the FRWDB. Ms. Stogbauer reviewed the reports, which reflected numbers of individuals served, expenditures, placement and credential rates, and median wage earnings at placement for Adult and Dislocated Worker clients, by Provider. Ms. Stogbauer reviewed each report and spoke to each of the Providers' results versus goals for the second quarter. The Council had no questions about the reports.

OLIVARES/WATKINS – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER LOCAL PERFORMANCE RESULTS REPORT FOR PY 2020-2021. VOTE: YES – 4, NO – 0 (UNANIMOUS)

5. Second Quarter Providers of Services' Monitoring Report for Program Year 2020-2021

Stephen DeWitt, Quality Systems Manager, FRWDB, presented the Second Quarter Providers of Services' Monitoring Report for PY 2020-2021 for recommendation to the FRWDB. Mr. DeWitt reviewed the status of the quarter's programmatic monitoring for the different Service Providers. He also reported that the FRWDB was currently in the process of conducting the fiscal closeout, noting that it has taken a bit longer than normal to conduct due to the COVID pandemic.

OLIVARES/WATKINS – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER PROVIDERS OF SERVICES' MONITORING REPORT FOR PY 2020-2021. VOTE: YES – 4, NO – 0 (UNANIMOUS)

6. Second Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021

Mr. DeWitt presented for the Council's recommendation to the FRWDB, the Second Quarter Providers of Services' Customer Complaint Report for PY 2020-2021, which reflected no complaints.

WATKINS/RIOJAS – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER PROVIDERS OF SERVICES' CUSTOMER COMPLAINT REPORT FOR PY 2020-2021. VOTE: YES – 4, NO – 0 (UNANIMOUS)

7. Second Quarter Job Seeker Customer Satisfaction Report for Program Year 2020-2021

Mr. DeWitt presented the Job Seeker Customer Satisfaction Report for the Second Quarter of PY 2020-2021 for the Council's recommendation to the FRWDB. Mr. DeWitt noted that there were two (2) parts to the Report: Basic Career Services, which measures customers' satisfaction with Resource Room services; and Enrolled Services, which has two (2) areas of measurement: 1) Individualized Career Services (job search) and 2) Training Services. He reported that there was a 94.2% satisfaction rate for Non-Training Related Placements and 91.4% for Training Related Placements. He added that due to the COVID pandemic, the number of responses were lower than normal.

OLIVARES/RIOJAS – RECOMMENDED THAT THE FRWDB ACCEPT THE SECOND QUARTER JOB SEEKER CUSTOMER SATISFACTION REPORT FOR PY 2020-2021. VOTE: YES – 4, NO – 0 (UNANIMOUS)

8. Second Quarter Adult and Dislocated Worker Demographics Report for Program Year 2020-2021

Tim Giles, Deputy Director of Information Systems, FRWDB, presented the Second Quarter cumulative Adult and Dislocated Worker Demographics Report for the Council's review. Mr. Giles went over each of the components of the report and the Council had no comments or questions.

This was an information item.

9. America's Job Centers of California Usage Report

Mr. Giles presented the America's Job Centers of California (AJCC) Usage Report, which is a 13-month trend report that shows the client usage at the AJCC, broken out by unique clients receiving AJCC services and then the number of client visits to the AJCC by month. He noted that as the Report cycles out of the current 13-month period, he anticipated seeing low numbers, as the entire report will be reflective of the period in the COVID pandemic.

The Council had no questions or comments regarding the AJCC Usage Report.

This was an information item.

10. April 22, 2021, Agenda Items

There were no items recommended for the April 22, 2021, Adult Council meeting agenda.

11. Meeting Feedback

Councilmember Watkins shared that she enjoys seeing the videos of participants' success stories and thanked Ms. Varela for the presentation.

The meeting adjourned at 4:34 p.m.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	2
MEETING DATE:	May 19, 2021
ACTION:	INFORMATION

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

TO: Adult Council

FROM: Nuvia Varela, Adult/Youth Program Manager

SUBJECT: Fresno Regional Workforce Development Board Outstanding Achievement Awards

INFORMATION:

The Fresno Regional Workforce Development Board's 2020 Adult Participant Outstanding Achievement Award for the Fourth Quarter has been awarded to Jimmy Prieto. The video presentations can be viewed on YouTube: <https://youtu.be/mmojwNyrbBU>.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

ÁGENDA ITEM:	3
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO APPROVE

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

TO: Adult Council

FROM: Blake Konczal, Executive Director

SUBJECT: Workforce Innovation and Opportunity Act Regional and Local Plan

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) approve the Workforce Innovation and Opportunity Act (WIOA) Regional and Local Plan.

REASON FOR RECOMMENDATION:

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

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

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

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

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

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

ATTACHMENTS:

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

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

Fresno Regional Workforce Development Board

Local Plan Program Years 2021 – 2024



Contact:	Blake Konczal, Executive Director
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I. INTRODUCTION

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

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

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

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

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

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

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

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

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

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

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

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

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

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

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

Coordination with AJCC Partners and WIOA Memoranda of Understanding

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

Overview of Local One-Stop System Partners

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

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

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

Memoranda of Understanding with System Partners

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

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

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

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

Coordination with AJCC Partner Programs

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Enhancing Co-Enrollment Strategies among System Partners

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

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

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

Remote Services Locations

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

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

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

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

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

Use of Technology to Enhance Service Delivery to Remote Locations

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

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

Coordination of Workforce Activities and Support Services

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

Determining Participants' Needs for Support Services

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

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

Services Available to Address Participants Needs and Barriers

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Reading & Beyond offer transportation and housing assistance.

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

Physical and Programmatic Accessibility for Individuals with Disabilities

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

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

Facilities, Technology and Services Supporting Accessibility

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

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

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

Staff Training

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

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

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

III. STATE STRATEGIC PARTNER COORDINATION

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

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

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

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

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

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

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

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

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

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

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

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

The core partners in the Fresno LPA are:

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

Department of Rehabilitation: DOR Fresno Branch Office

Regional Center Partners: Central Valley Regional Center (CVRC)

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

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

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

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

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

Partners in Serving ELLs and Immigrants

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

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

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

Strengthening Services for this Vulnerable Target Group

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

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

IV. WIOA TITLE I COORDINATION

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

Staff Training and Professional Development to Increase Digital Technology Skills

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

Skills that Enhance Work Productivity

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

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

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

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

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

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

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

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

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

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

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

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

Training in Cultural Competence Skills

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

Training to Enhance Skills in Working with Individuals Dealing with Trauma

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

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

Identifying and Securing Training

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

Coordination of Rapid Response and Layoff Aversion Activities

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

Approach to Layoff Aversion

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

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

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

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

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

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

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

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

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

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

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

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

The Rapid Response Team and Services

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

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

Coordination with Trade Adjustment Act

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

Coordination with Other Key Partners

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

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

Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs

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

One-Stop Delivery System

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

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

WIOA Adult and Dislocated Worker Services

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

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

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

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

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

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

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

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

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

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

Follow-Up Services

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

Priority of Service

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

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

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

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

Services and Activities Available under WIOA Title I Youth Program

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

WIOA Youth Programs and Service Delivery Sites

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

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

Youth Services

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Services to Increase the Digital Skills of Youth

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

Serving Youth with Disabilities

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

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

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

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

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

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

AJCC Operator Function

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

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

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

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

Career Services Provider Function

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

V. CONSIDERATIONS FOR PROGRAM YEARS 2021- 24

Based on discussions held throughout the planning process, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

Priorities of the Workforce Development Board

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

Other Key Considerations Identified by Workforce System Stakeholders

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

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

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

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

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

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

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

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

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

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

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

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

Attachment 2**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN**

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

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

Attachment 3

SIGNATURE PAGE

The following signatures represent approval of the Local Plan by Fresno Regional Workforce Development Board and the Chief Elected Official for the Local Workforce Development Area.

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

Jeffrey Hensley, Chairperson	Date

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

Jerry Dyer, Mayor, City of Fresno	Date

Steve Brandau, Chair, Fresno County Board of Supervisors	Date

San Joaquin Valley &
Associated Counties
Regional Planning Unit

REGIONAL PLAN

2 0 2 1 - 2 0 2 4

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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 (RPU's), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the San Joaquin Valley and Associated Counties RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which covers June 1, 2021 through June 30, 2025. This Plan replaces the RPU's PY 2017-20 Regional Plan and subsequent 2019 Biennial Plan Modification. However, foundational principles and many of the overarching strategies expressed by the prior plans are carried forward and will continue to affect the RPU's approach to addressing economic and workforce priorities of the region.

Overview of the SJVAC RPU and the Region

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

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

Guiding Principles

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

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

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

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

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

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

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

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

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

Approach to and Context for Plan Development

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

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

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

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

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

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

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

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

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

Forecasting the Work Ahead

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

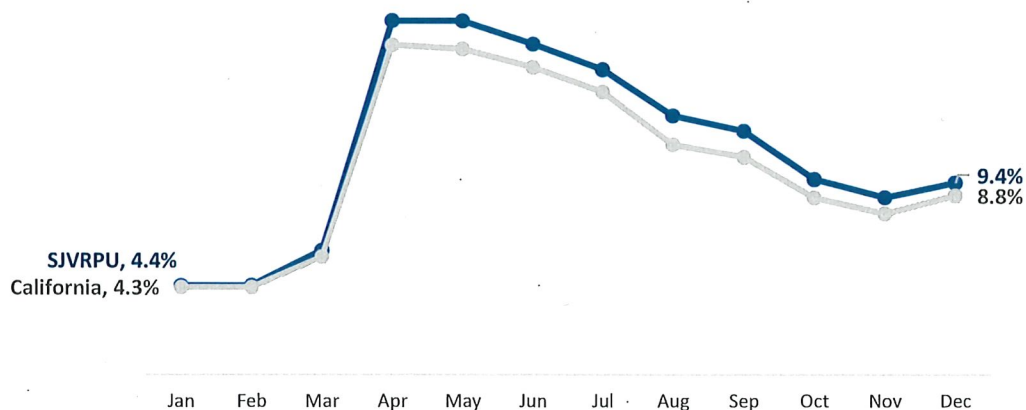
Recommendations Accompanying RDA Analysis

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.

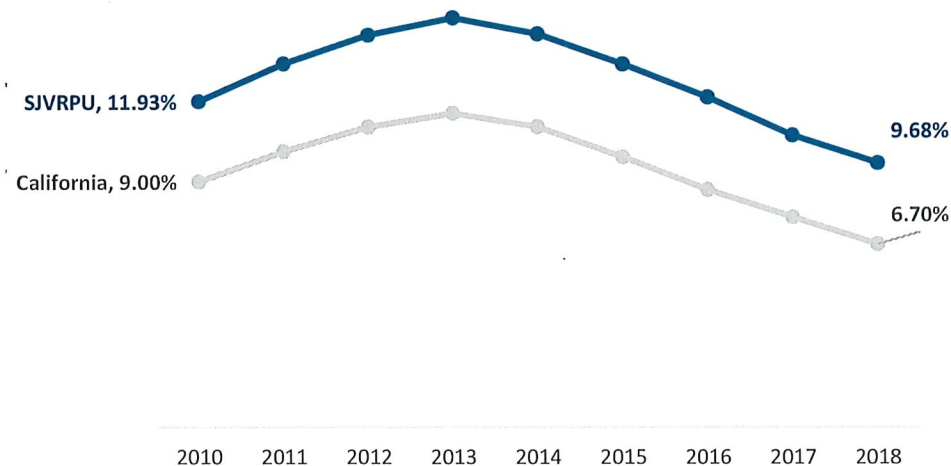
Table 1. SJVAC RPU Unemployment Totals and Rates by Region

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.

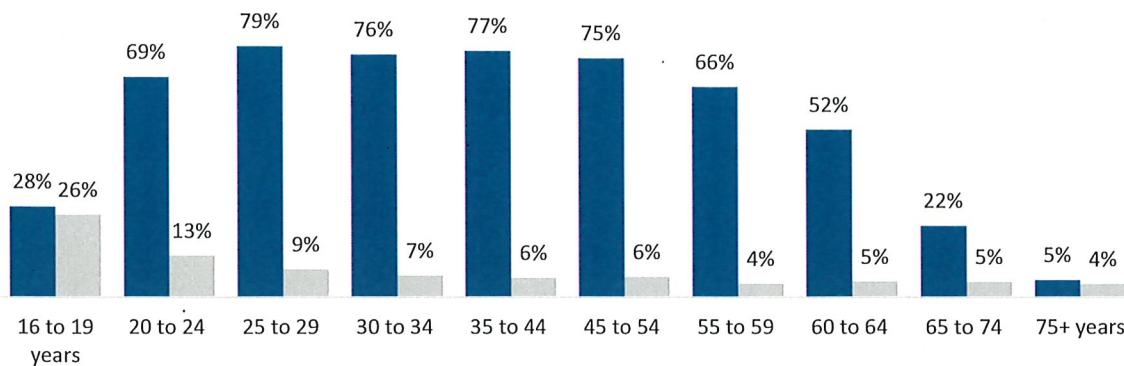
Figure 2. SJVAC RPU Unemployment Rate 2010-2018



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.

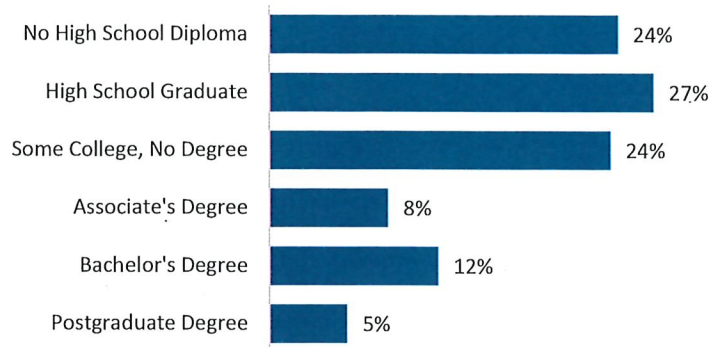
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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

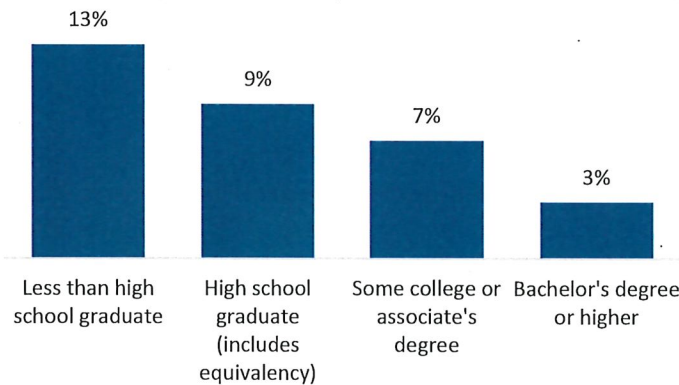
To assess the education and skill level of the workers in the SJVAC RPU, RDA utilized demographic data from the American Community Survey, five-year estimates (2014-18) and examined awards and skill gaps data provided by JobsEQ. The majority of the region's population age 25-64 have not been awarded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



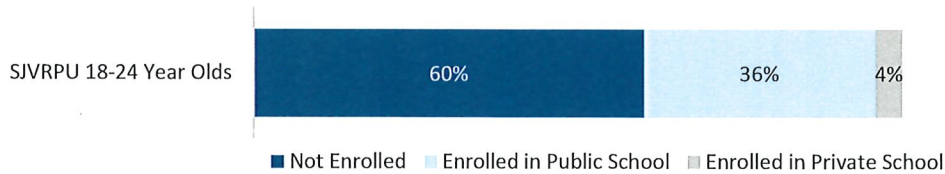
Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

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 these occupations and the level of education, training, certification, and licensure required for these roles. One of the largest awards gaps in the region is for registered nurses and seven of the top ten skills gaps are in health-related certifications.

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

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

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

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

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

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

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

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

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

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

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

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

Table 4. SJVAC RPU Awards Gaps

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

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

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

Analysis of Industries and Occupations with Existing and Emerging Demand

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

Existing Demand

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

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

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

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

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

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

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

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

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

Emerging Demand

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

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.

- 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.

<h3>Shared Target Populations and Targeted Service Strategies</h3>

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

Shared Populations

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

Targeted Service Strategies

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

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

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

Promoting Equal Access

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

Workforce System Commitment to Equity

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

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

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

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

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.

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

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

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

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:**

<div style="display: flex; justify-content: space-between;"> Name, Chairperson Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

SIGNATURE PAGE (cont.)

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

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

<div style="display: flex; justify-content: space-between;"> Name, Title Date </div>

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	4
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO APPROVE

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

TO: Adult Council

FROM: Blake Konczal, Executive Director

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

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) approve Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker funding allocations for Program Year (PY) 2021-2022 as outlined in the attached budget allocation worksheet (Attachment I).

REASON FOR RECOMMENDATION:

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

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

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

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

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

FISCAL IMPACT:

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

ATTACHMENTS:

ATTACHMENT I: WIOA Adult and Dislocated Worker Allocations Worksheet for PY 2021-2022
 ATTACHMENT II: EDD Information Notice WSIN20-62, WIOA Formula Allocations – PY 21-22

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

WIOA Formula Allocations – PY 21-22

Workforce Services Information Notice WSIN20-62

Issued: May 14, 2021

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

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

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

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

PY 21-22 Federal Allotment & Available Formula Allocation

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

If you have any questions, please contact the Financial Management Unit at WSBFinancialManagementUnit@edd.ca.gov.

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

Supplemental Documents

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

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

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

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	5
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO APPROVE

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

TO: Adult Council

FROM: Blake Konczal, Executive Director

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

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) approve the following Workforce Innovation and Opportunity Act (WIOA) contract awards for the Adult Services Provider and Dislocated Worker Services Provider for Program Year (PY) 2021-2022 as outlined below.

REASON FOR RECOMMENDATION:

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

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

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

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

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

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

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

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

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

ATTACHMENTS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ATTACHMENT II

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	6
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO AUTHORIZE

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

TO: Adult Council

FROM: Blake Konczal, Executive Director

SUBJECT: Authorization to Award AJCC Office Furniture Contract

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) authorize the FRWDB Chairperson to receive and approve the award of a contract based on the results of the Office Furniture Request for Proposals (RFP) rating panel.

REASON FOR RECOMMENDATION:

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

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

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

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

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

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

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

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

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

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	7
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Phyllis Stogbauer, Senior Deputy Director

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

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter Workforce Innovation and Opportunity Act Adult (WIOA) Participant Training Report for Program Year (PY) 2020-2021.

REASON FOR RECOMMENDATION:

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

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

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

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

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

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

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

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	8
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Phyllis Stogbauer, Senior Deputy Director

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

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the attached Adult and Dislocated Worker Program Providers of Services Local Performance Results Reports for the Third Quarter of Program Year 2020-2021.

REASON FOR RECOMMENDATION:

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

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

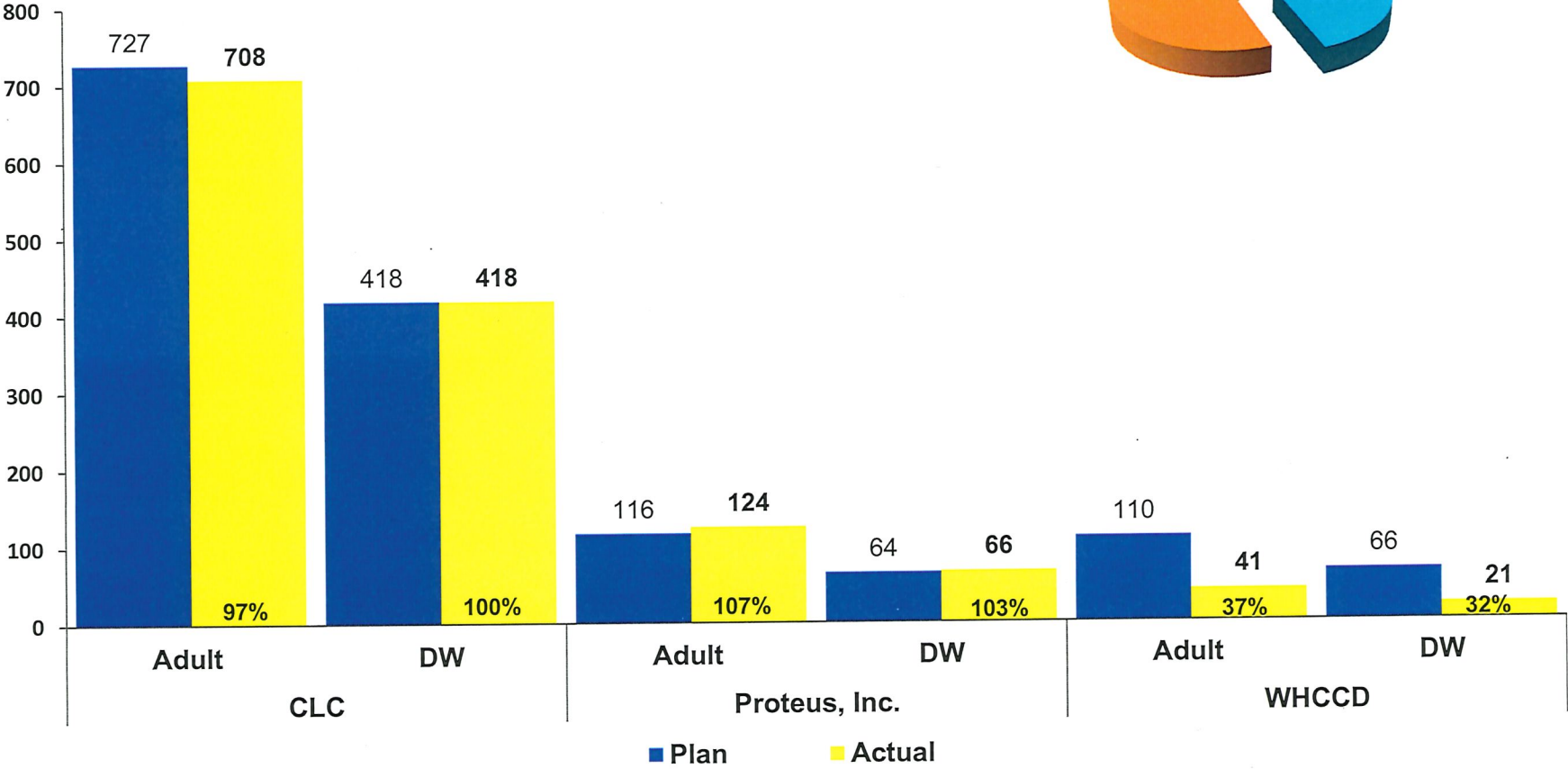
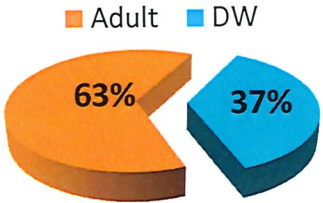
ATTACHMENT:

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

Adult/DW Served

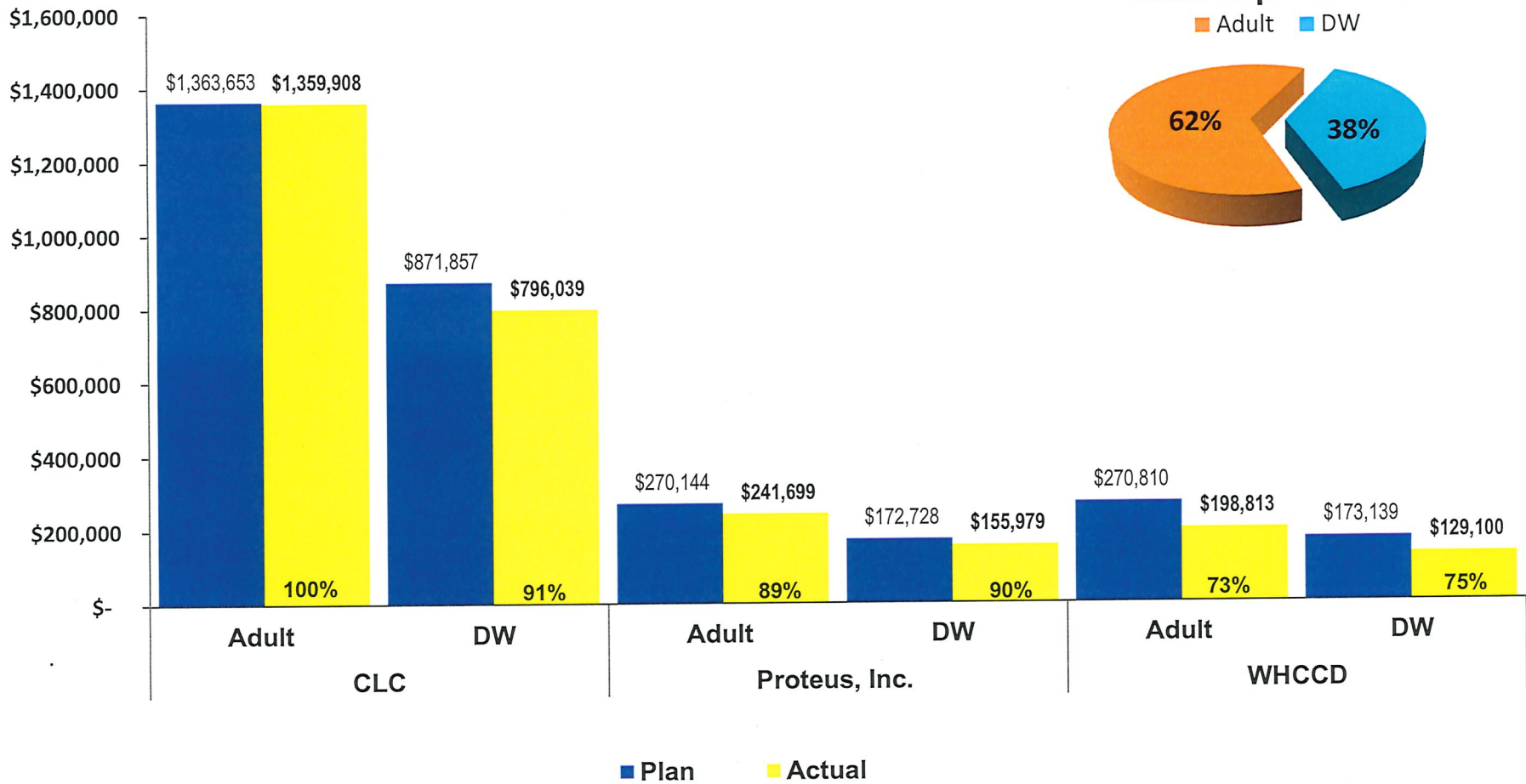
CLC- Central Labor Council
Proteus - Proteus, Inc.
WHCCD -West Hills Community College District

Total Served- 1378



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

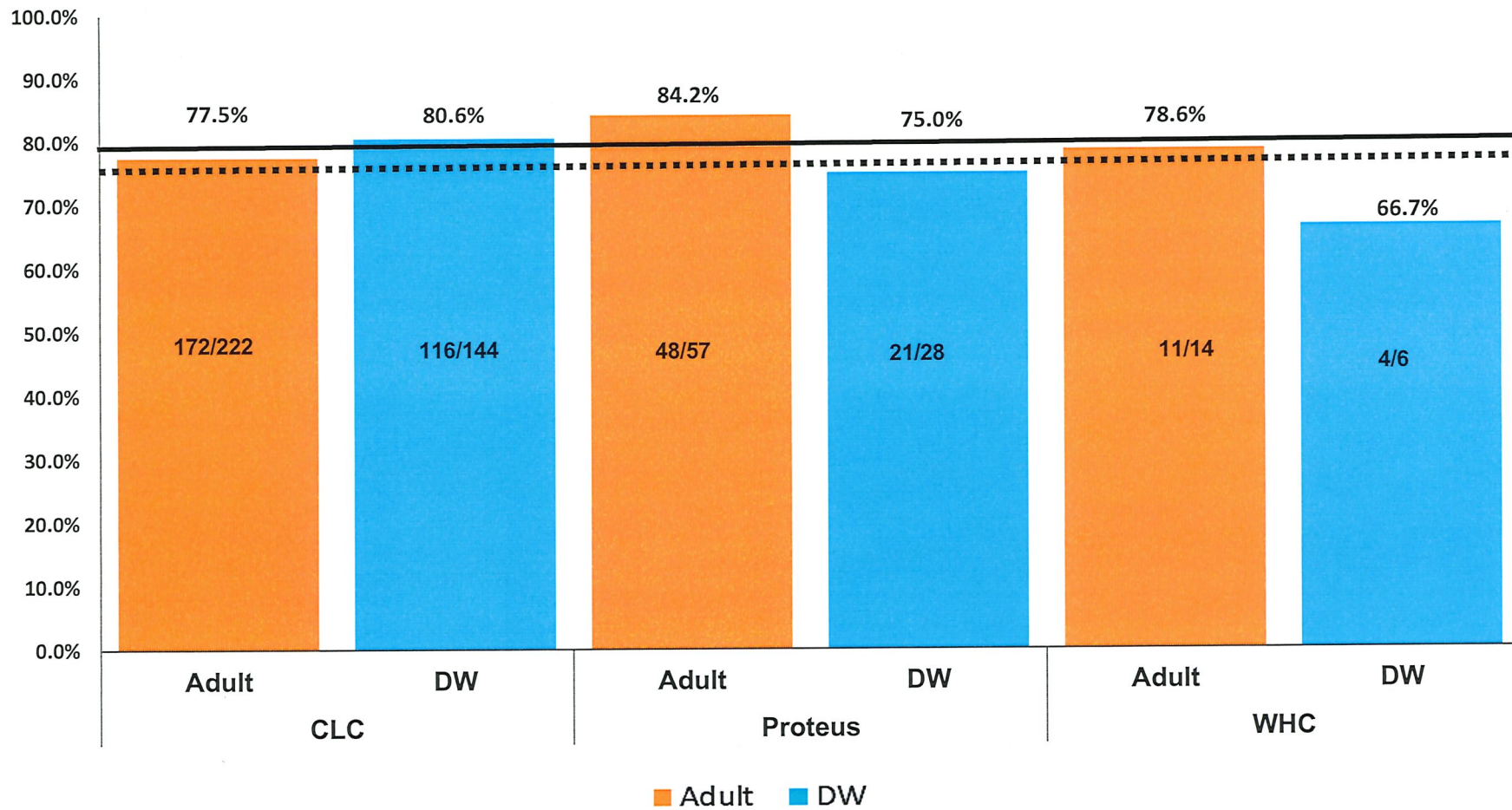
Adult/ DW Expenditures



Note: Adult/DW Expenditures goal is 95% to 100%.

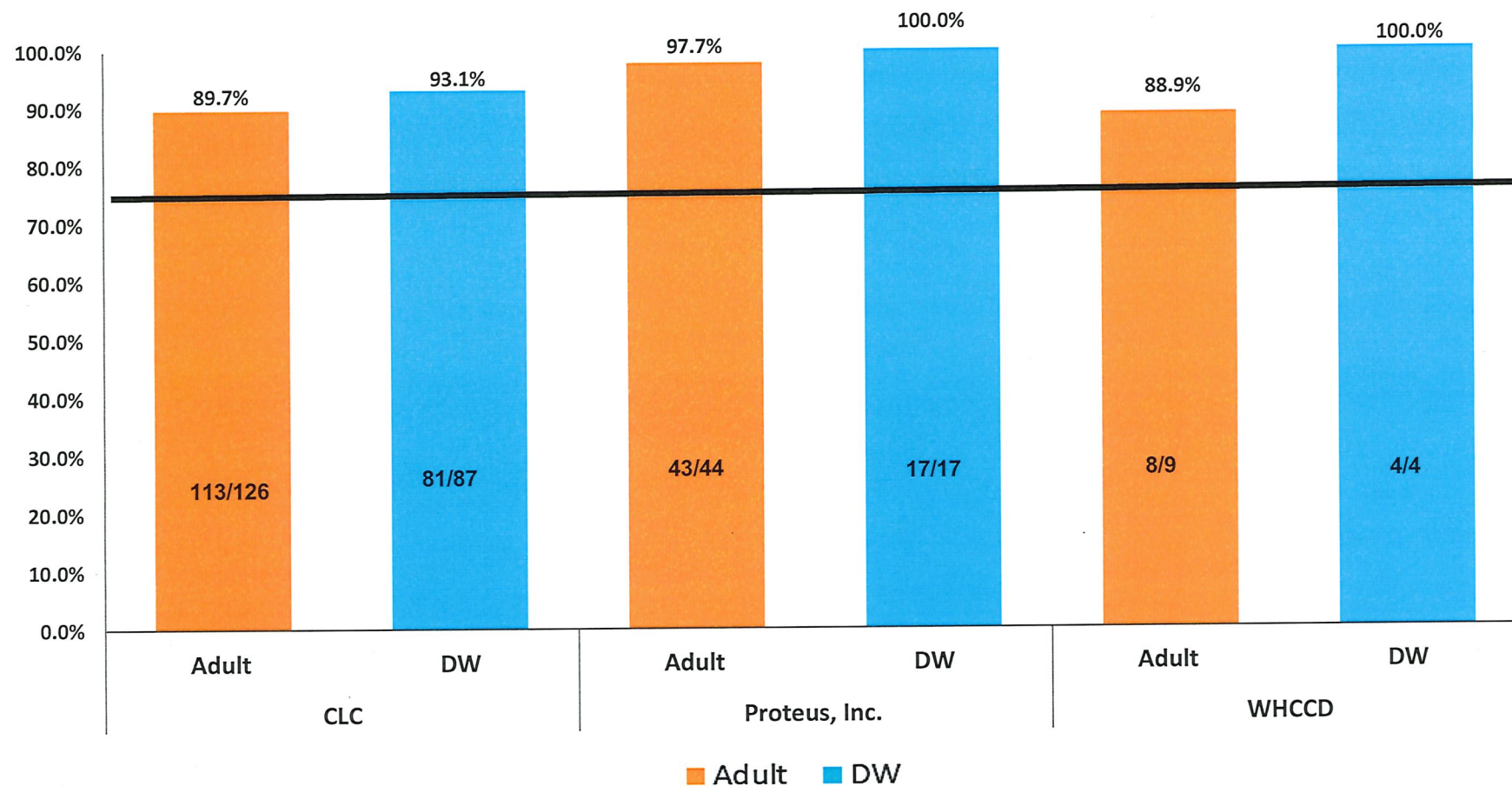
Adult/DW Placement Rate

Placement Goals

DW 80.5 %
Adult 76.5%

Certificate of Attainment Goal
Adult/DW 73.2%

Adult/DW Credential Rate

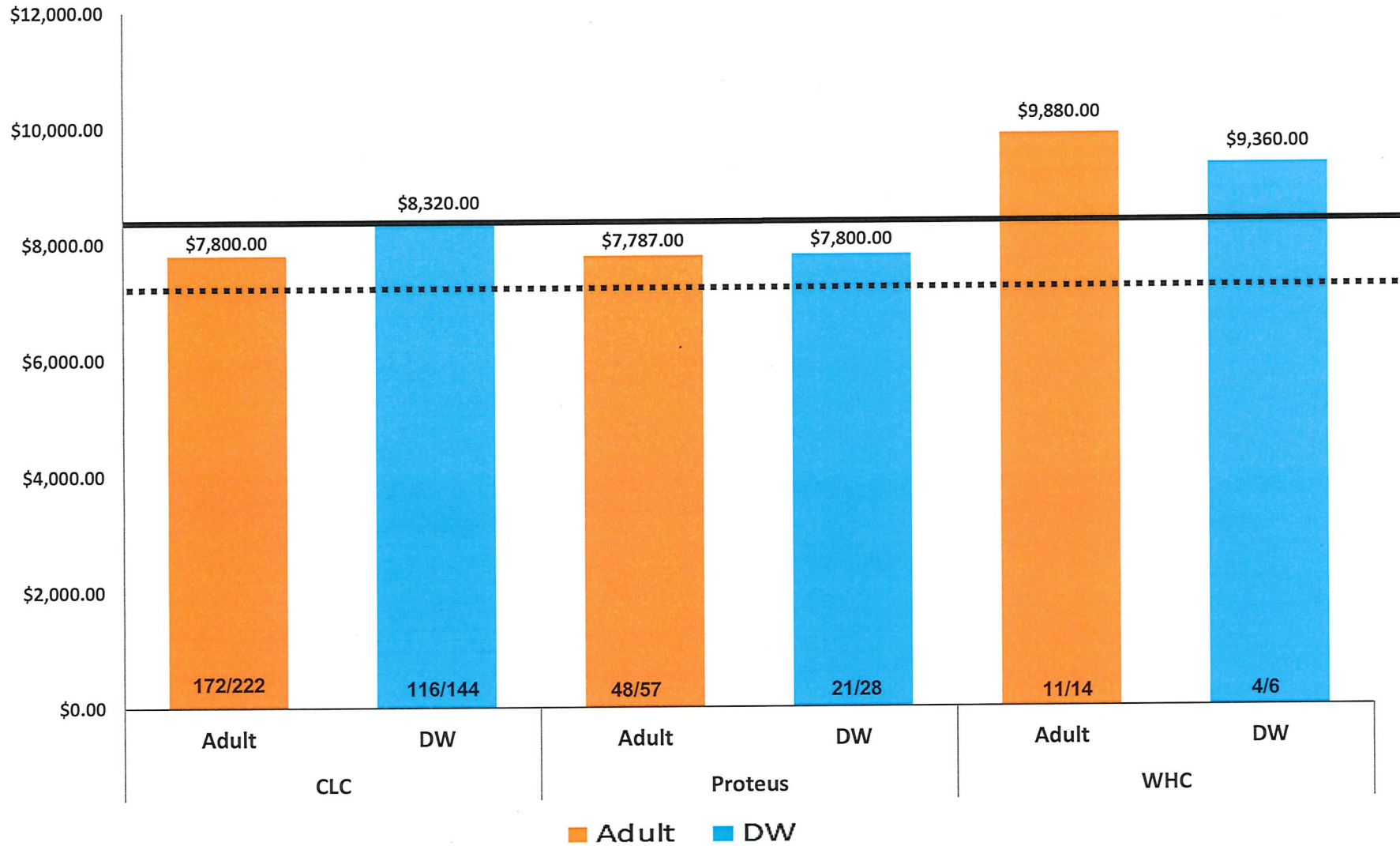


Placement Median Wage Earnings

Goals

DW \$ 8,200

Adult \$7,200



Measurable Skills Gain

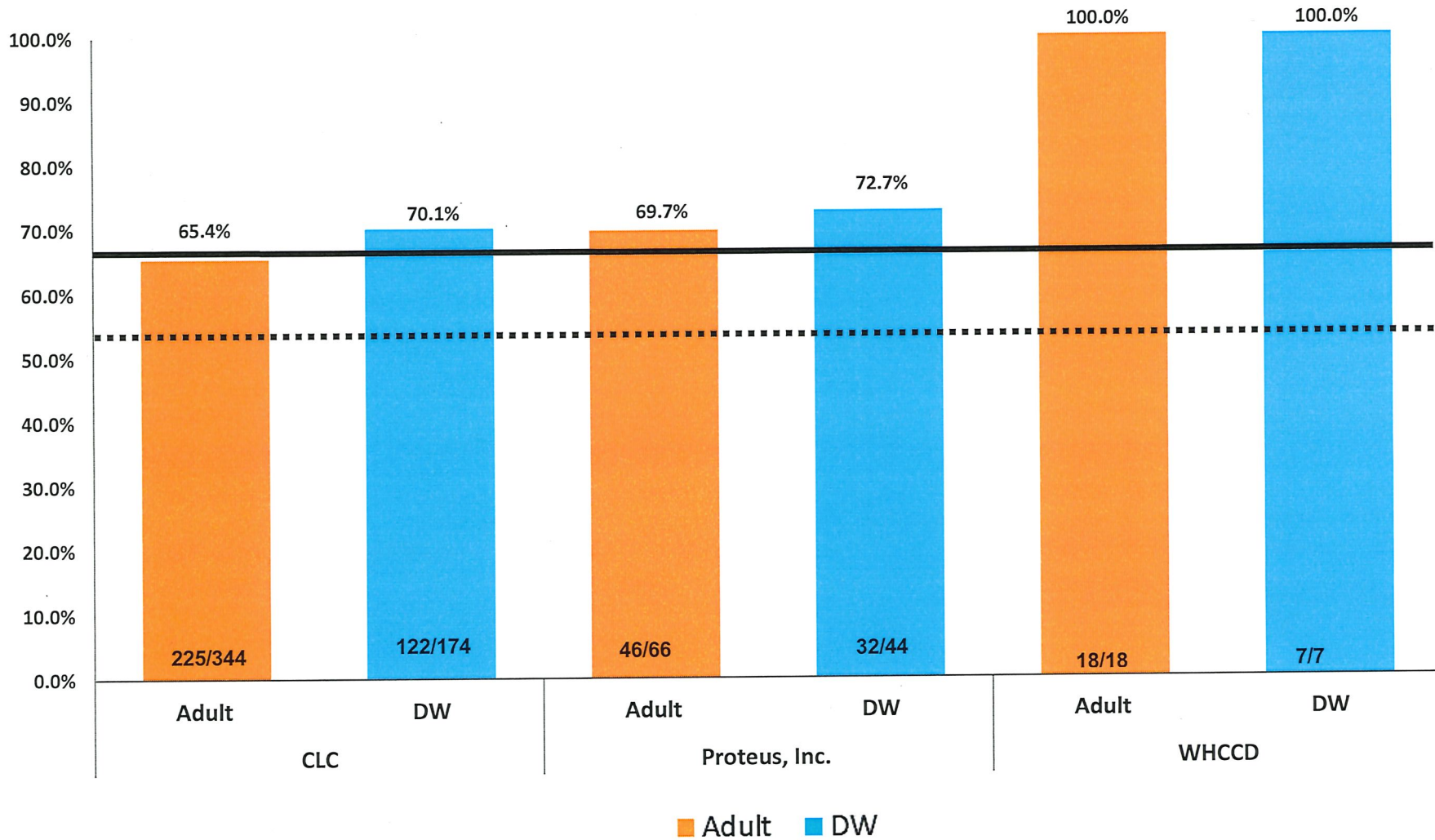
Goals

Adult 53%

DW 66%

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FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	9
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Stephen DeWitt, Quality Systems Manager

SUBJECT: Third Quarter Providers of Services' Monitoring Report for Program Year 2020-2021

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the following Providers of Services' Monitoring Report for the Third Quarter of Program Year 2020-2021.

REASON FOR RECOMMENDATION:

FRWDB staff conducts programmatic and fiscal monitoring of all contracts to ensure compliance with federal, state, and local regulations and/or policies.

ATTACHMENT:

Adult Provider of Services Monitoring Report – Third Quarter, Program Year 2020-2021

Adult Provider of Services Monitoring Report Third Quarter, Program Year 2020-2021

Program Monitoring:

Programmatic monitoring of the following sub-recipients was completed during the third quarter:

Sub-Recipient	Contract # (s)	Results
Proteus, Inc. Program Year (PY) 2020-2021	243	1) Skills Training issues 2) Job Readiness Workshop issues 3) Disallowed Costs - Overpayment of Supportive Services – Funds returned All Findings Closed

Programmatic monitoring of the following sub-recipients was in process as of the end of the second quarter:

Sub-Recipient	Contract # (s)
West Hills Community College District PY 2018-2019, PY 2019-2020, PY 2020-2021	250
Fresno Economic Opportunities Commission PY 2020-2021	WAF 7.0

Fiscal Monitoring:

Fiscal monitoring of the following sub-recipients was completed during the third quarter:

Sub-Recipient	Contract # (s)	Results
Proteus, Inc PY 2019-2020 Fiscal Close-out	243	No Findings There was an issue with Internal Controls highlighted in the Single Audit. Corrective Actions have been implemented and will be reviewed during the next fiscal review.
West Hills Community College District PY 2019-2020 Fiscal Close-out	250, 250-800	No Findings
Reedley Community College PY 2019-2020, PY 2020-2021 Fiscal Annual Review	WAF 7.0	No Findings
West Hills Community College District PY 2020-2021 Fiscal Annual Review	250	No Findings
Fresno Economic Opportunities Commission PY 2020-2021 Fiscal Annual Review	WAF 7.0	No Findings

Fiscal monitoring of the following sub-recipients is in process as of the end of the third quarter:

Sub-Recipient	Contract # (s)
West Fresno Advanced Transportation Technology PY 20-21 Fiscal Annual Review	Transformative Climate Communities

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	10
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Stephen DeWitt, Quality Systems Manager

SUBJECT: Third Quarter Providers of Services' Customer Complaint Report for Program Year 2020-2021

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Adult and Dislocated Worker Customer Complaint Report for the Third Quarter of Program Year (PY) 2020-2021.

REASON FOR RECOMMENDATION:

Under the FRWDB Joint Powers Agreement, the FRWDB develops and manages systems to hear and resolve grievances brought by participants, vendors, or other interested parties, and to provide quarterly reports to the FRWDB regarding such grievances.

ATTACHMENT:

Adult/Dislocated Worker Customer Complaint Report – Third Quarter, Program Year 2020-2021

Adult/Dislocated Worker Customer Complaint Report

Third Quarter, Program Year 2020-2021

Date	Sub-Recipient	Summary of Customer Complaint	Action Taken	Date of Correction
1/27/2021	CLC, FRWDB	Requesting appeal of denied waiver to receive Training Services	Appeal Meeting held between Executive Director and Complainant. Appeal Approved.	2/10/2021
3/15/2021	CLC, FRWDB	Requesting appeal of denied waiver to receive Training Services	Appeal Meeting held between Executive Director and Complainant. Appeal Approved.	3/22/2021

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	11
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Stephen DeWitt, Quality Systems Manager

SUBJECT: Third Quarter Job Seeker Customer Satisfaction Report for Program Year 2020-2021

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the Third Quarter Job Seeker Customer Satisfaction Reports for Program Year (PY) 2020-2021.

REASON FOR RECOMMENDATION:

The FRWDB Joint Powers Agreement states, in part, that FRWDB staff shall fulfill administrative responsibilities as set forth in the Workforce Innovation and Opportunity Act (WIOA), including the administering of programs as described in the WIOA, as well as developing budgets plans. Additional administrative responsibilities and authorities shall include assessing the performance and evaluating the benefit, productivity, and impact of all programs funded under the WIOA, as amended or superseded, and submitting progress reports.

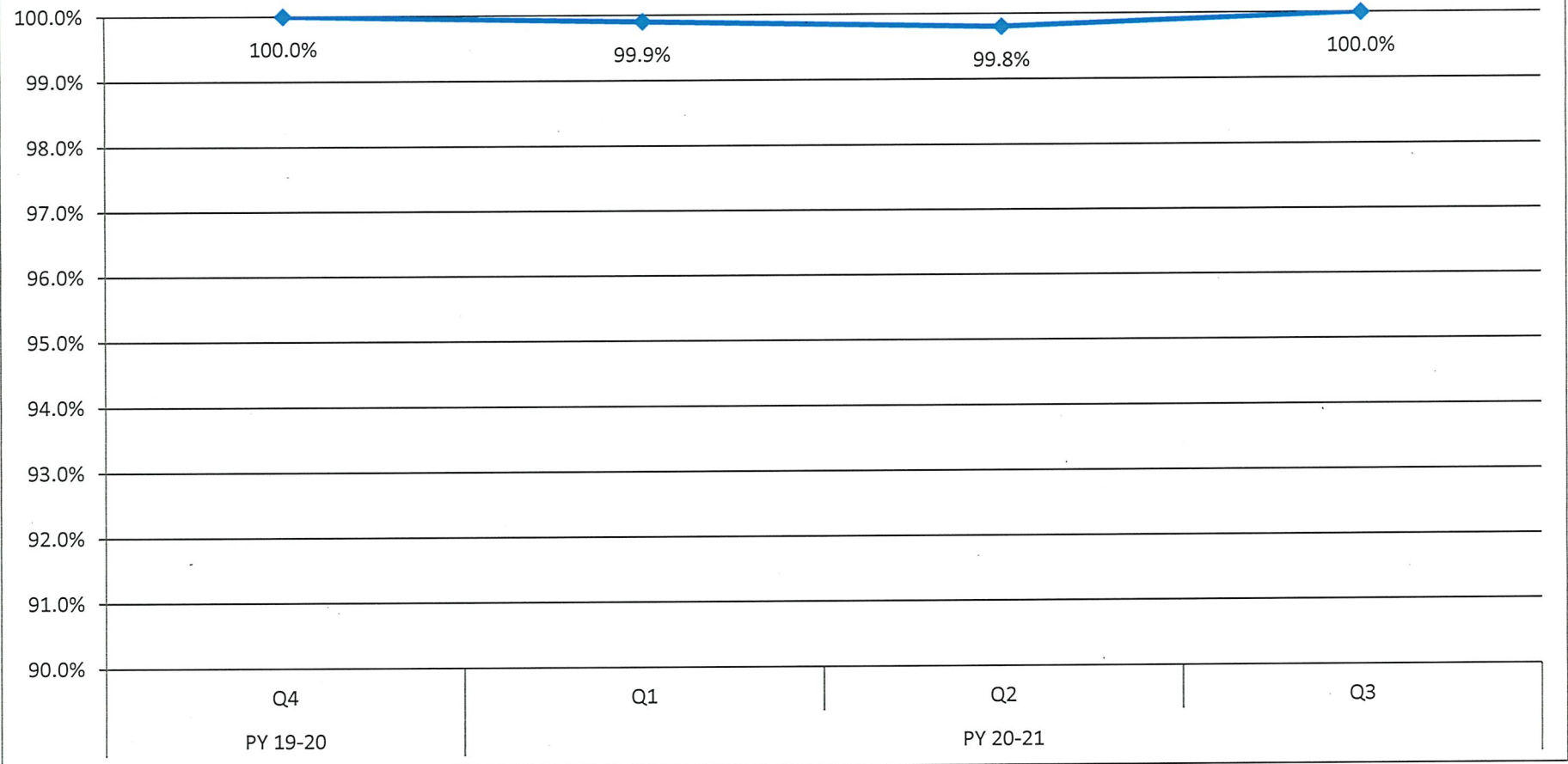
As part of this responsibility, FRWDB staff has implemented the Job Seeker Customer Satisfaction process and data collection system. The FRWDB's sub-contracted providers of services submit their data to staff on a monthly basis. The data is accumulated, analyzed and reviewed on a quarterly basis and reported to this Council.

FRWDB staff work with service providers to improve the processes used to increase the satisfaction level with our job seekers. These improvements are based on data collected through these satisfaction surveys, monitoring reviews, complaints and monthly operations meetings between provider and FRWDB staff.

ATTACHMENTS:

ATTACHMENT I: Job Seeker Basic Career Services for the Third Quarter of PY 2020-2021
ATTACHMENT II: Placement Satisfaction

Basic Career Services

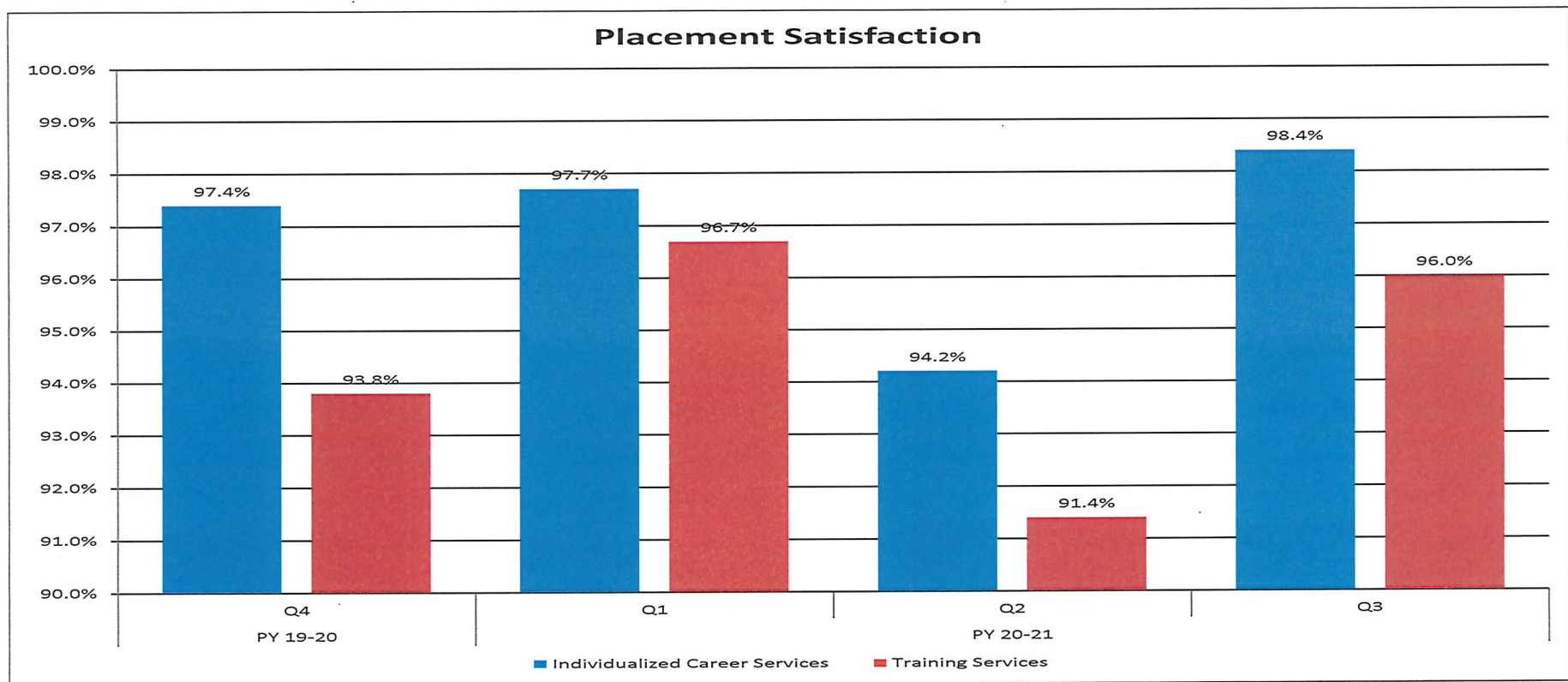


Staff Notes:

	PY 19-20	PY 20-21		
	Q4	Q1	Q2	Q3
Surveys Received	31	163	154	109
Number of Users	2,362	2,077	2,724	2,841
Survey Response Rate	1.3%	7.8%	5.6%	3.8%

Sample of User Comments:

I would love to work here; great place; very helpful and courteous staff; "five stars"; thank you to staff for helping me with CalJOBS; terrific attitude; staff was very helpful with navigating all the tools available; super service.



Staff Notes:

	PY 19-20		PY 20-21					
	Q4		Q1		Q2		Q3	
	Non-Training	Training	Non-Training	Training	Non-Training	Training	Non-Training	Training
Surveys Received by Type	41	63	16	57	32	87	55	103
Clients Closed & Placed by Type	45	115	19	63	32	95	36	100
Survey Response Rate	91.1%	54.8%	84.2%	90.5%	100%	91.6%	65.5%	97.1%

Participant Feedback:

Individualized Career Services:

Did not receive job leads; no services received.

Training Services:

Employment is not training related; took job to "get foot in the door"; did not receive job leads; did not pass state test, took job in another field; trained in HVAC, employed as plumber; stayed with previous employer; family needs kept me from entering field of training; employed in field of training, did not receive job leads; took job in a different field due to higher pay; I already knew the career and training I wanted, assessments were of no benefit to me.

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	12
MEETING DATE:	May 19, 2021
ACTION:	RECOMMEND TO ACCEPT

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

TO: Adult Council

FROM: Phyllis Stogbauer, Senior Deputy Director

SUBJECT: Program Year 2019-2020 Workforce Innovation and Opportunity Act Local Area Adult and Dislocated Worker Performance Results

RECOMMENDATION:

Recommend that the Fresno Regional Workforce Development Board (FRWDB) accept the attached Adult and Dislocated Worker Workforce Innovation and Opportunity Act (WIOA) Local Area Performance Results for Program Year (PY) 2019-2020.

REASON FOR RECOMMENDATION:

The WIOA has six (6) primary indicators of performance: Employment Rate 2nd Quarter (Q2) after Exit, Employment Rate 4th Quarter (Q4) after Exit, Median Earnings, Credential Attainment, Measurable Skill Gains, and Effectiveness in Serving Employers. Currently, the State of California has released negotiated goals for local areas for the first four (4) indicators. The last two (2) measures are new and, as such, are being phased in.

The California Workforce Development Board published the Final PY 2019 WIOA Annual Performance Report on their website in December of 2020. This report contains local area performance reports for this program year.

The cohort periods for the various indicators are as follows:

Employment Rate Q2: 07/01/2018 - 06/30/2019
 Employment Rate Q4: 01/01/2018 - 12/31/2018
 Median Earnings: 07/01/2018 - 06/30/2019
 Credential Rate: 01/01/2018 - 12/31/2018
 Measurable Skill Gains (MSG): 07/01/2019 - 06/30/2020

Local Area WIOA performance results for the Adult and Dislocated Worker programs for PY 2019-2020 are as follows:

Adult	2019 Final Goals	2019 Final Results	Achieved
Employment Q2	66.0%	79.8%	121%
Employment Q4	62.5%	75.2%	120%
Median Earnings Q2	\$5,600	\$6,857	122%
Credential Rate	54.0%	80.4%	149%
MSG	Baseline	68.7%	N/A

Dislocated Worker	2019 Final Goals	2019 Final Results	Achieved
Employment Q2	69.5%	85.0%	122%
Employment Q4	65.0%	83.4%	128%
Median Earnings Q2	\$7,600	\$8,320	109%
Credential Rate	58.0%	81.1%	140%
MSG	Baseline	71.0%	N/A

FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	13
MEETING DATE:	May 19, 2021
ACTION:	INFORMATION

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

TO: Adult Council

FROM: Phyllis Stogbauer, Senior Deputy Director

SUBJECT: Third Quarter Adult and Dislocated Worker Demographics Report for Program Year 2020-2021

INFORMATION:

Per the Adult Council's direction, Fresno Regional Workforce Development Board (FRWDB) staff provides cumulative quarterly reports of various demographics for the FRWDB's Adult and Dislocated Worker enrollments. Attached is the demographics report for the Third Quarter of Program Year 2020-2021.

ATTACHMENTS:

ATTACHMENT I: Adult Demographics Third Quarter, Program Year 2020-2021

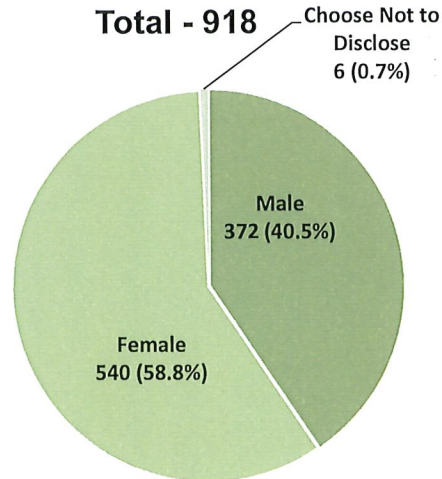
ATTACHMENT II: Dislocated Worker Demographics Third Quarter, Program Year 2020-2021



Adult Demographics Third Quarter, Program Year 2020-2021

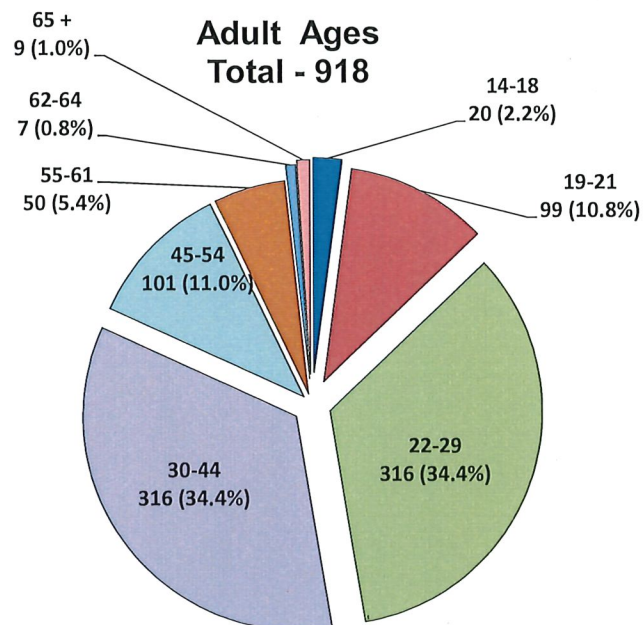
Adult Enrollments

Total - 918

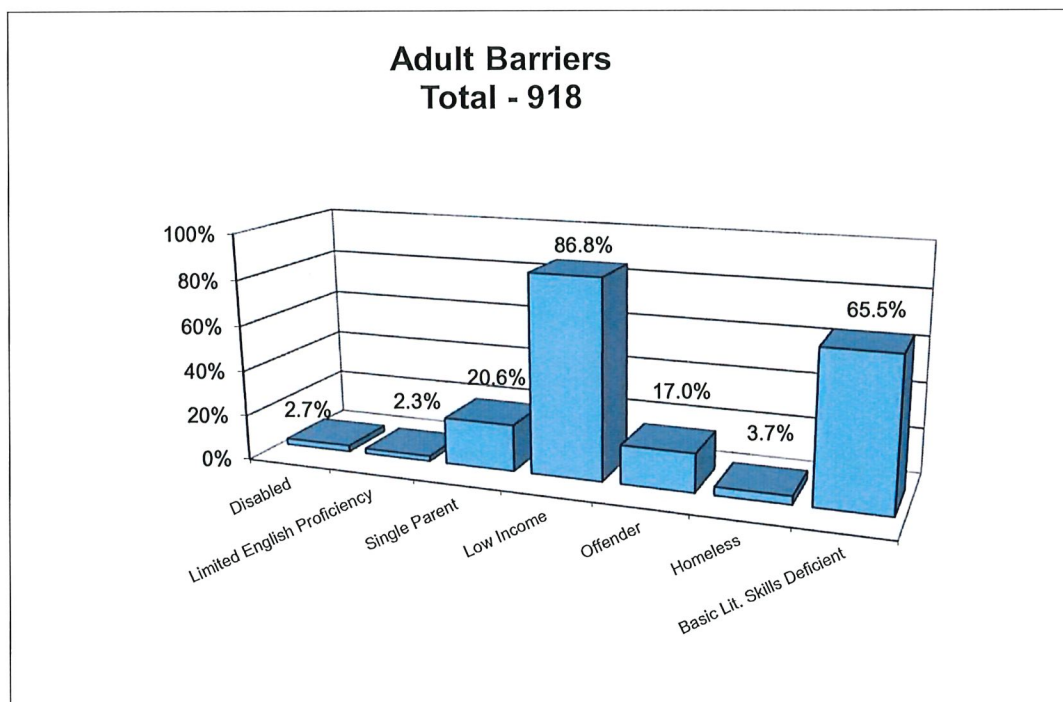
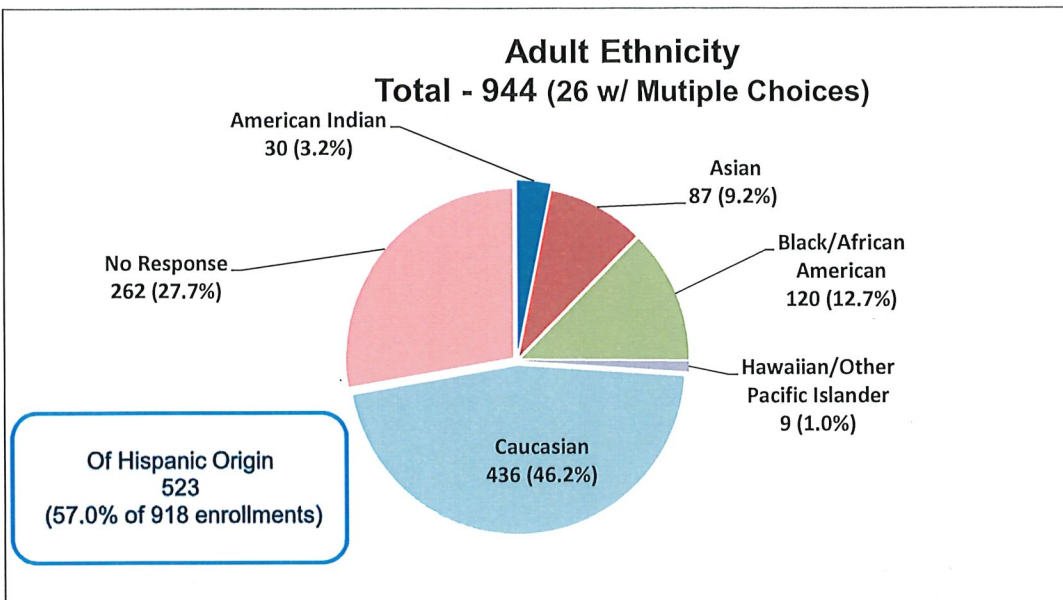


Adult Ages

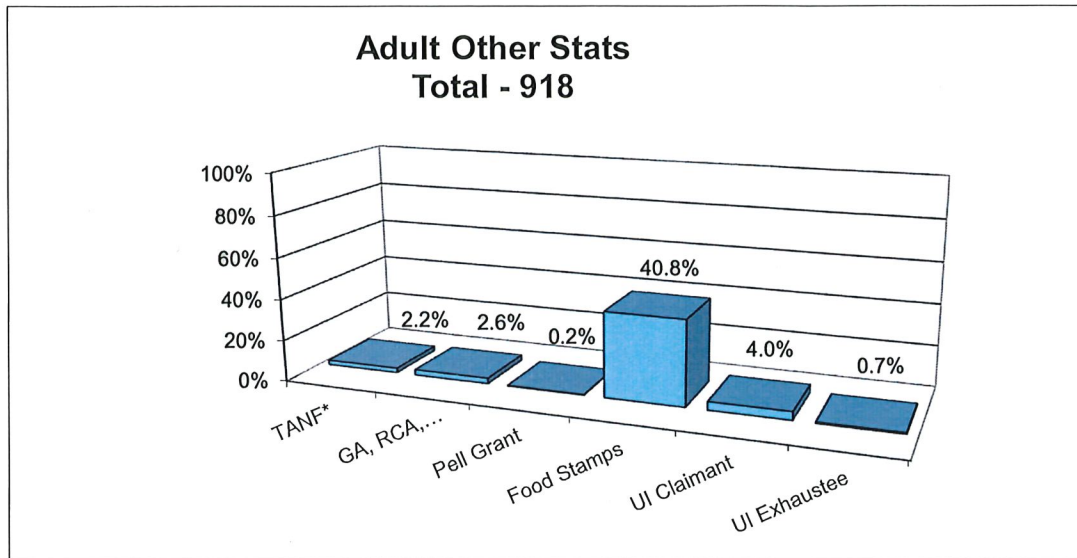
Total - 918



Adult Demographics Third Quarter, Program Year 2020-2021



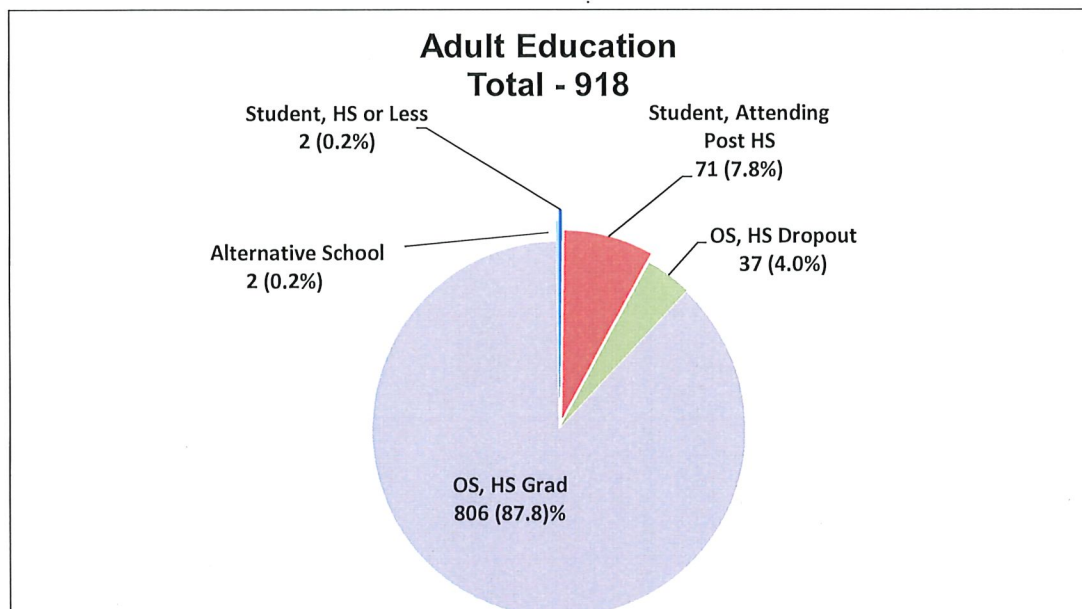
Adult Demographics Third Quarter, Program Year 2020-2021



TANF - Temporary Assistance for Needy Families

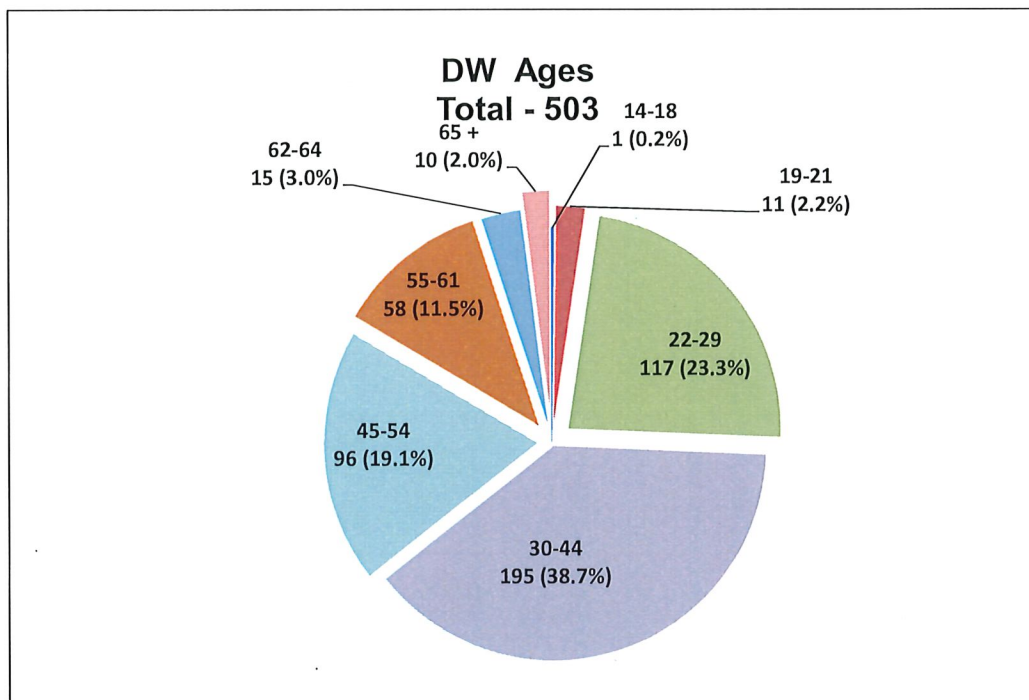
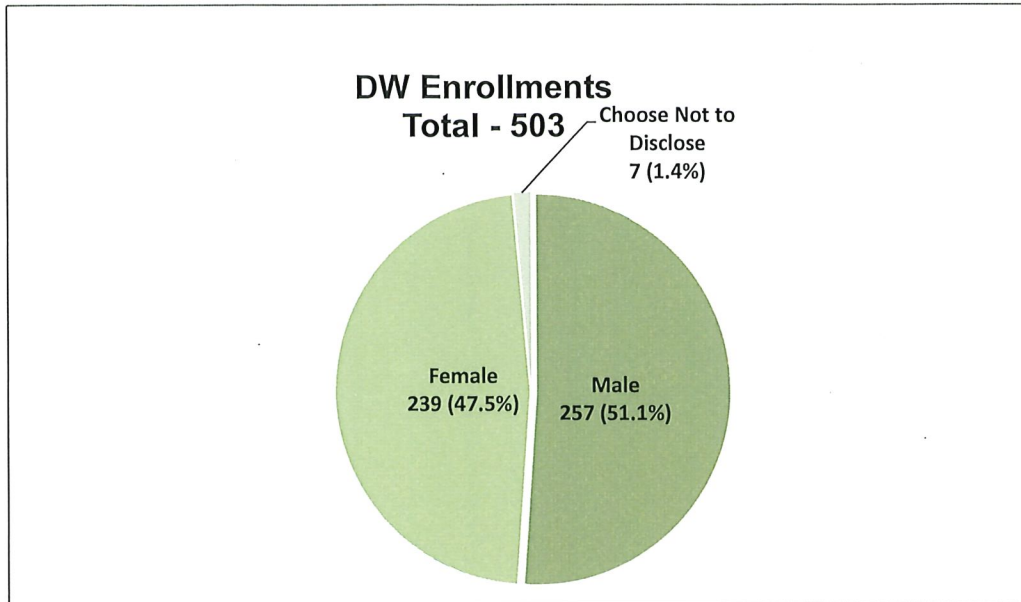
GA - General Assistance, RCA - Refugee Cash Assistance, SSI - Supplemental Security Income

UI - Unemployment Insurance

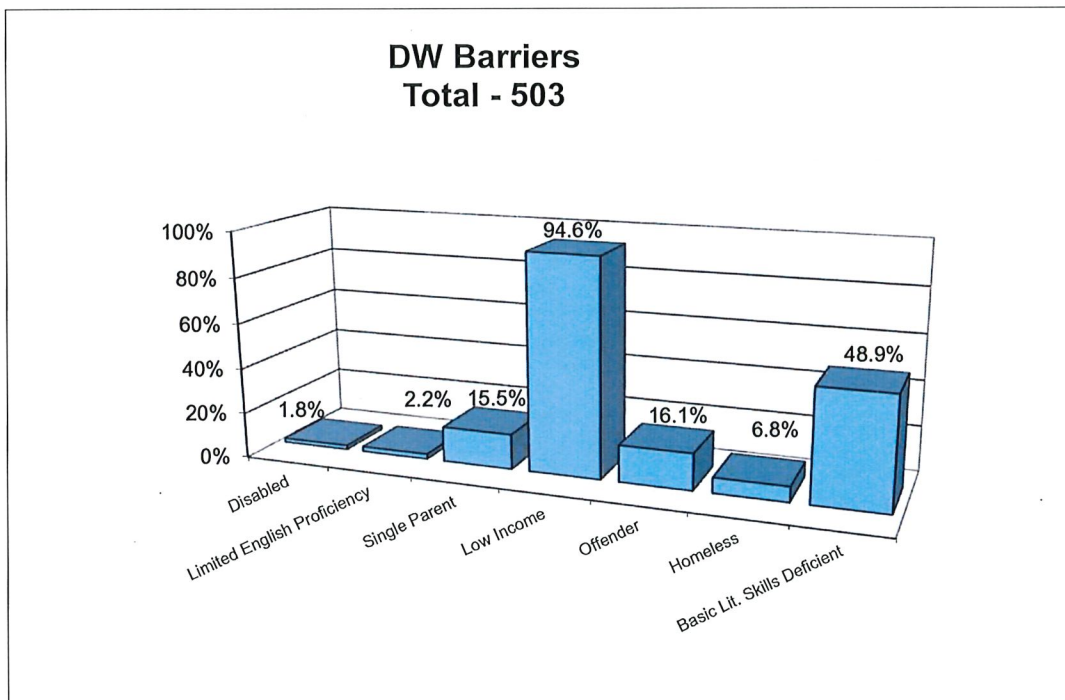
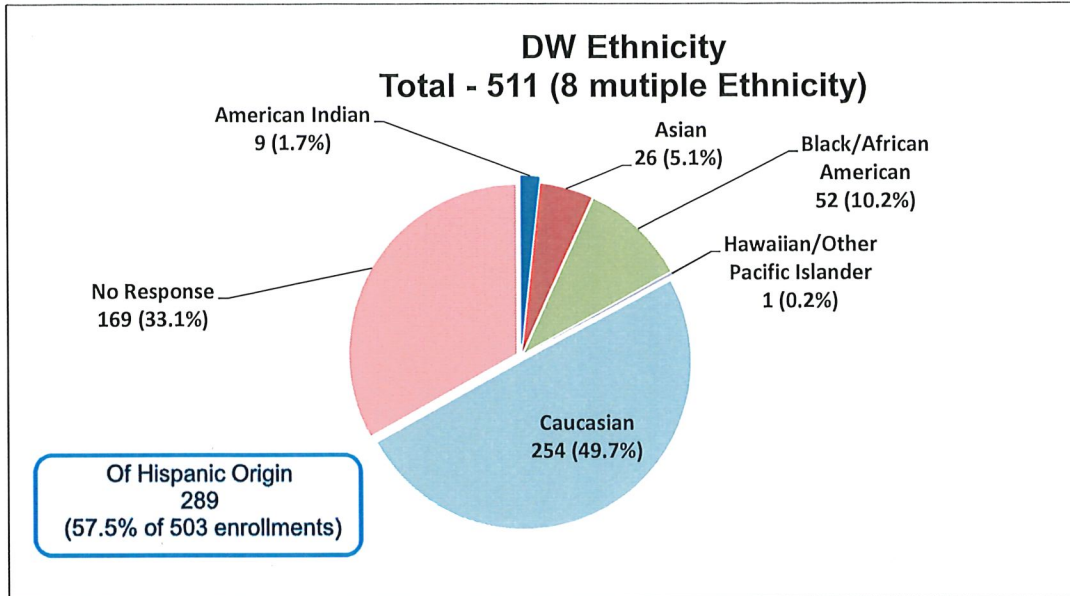




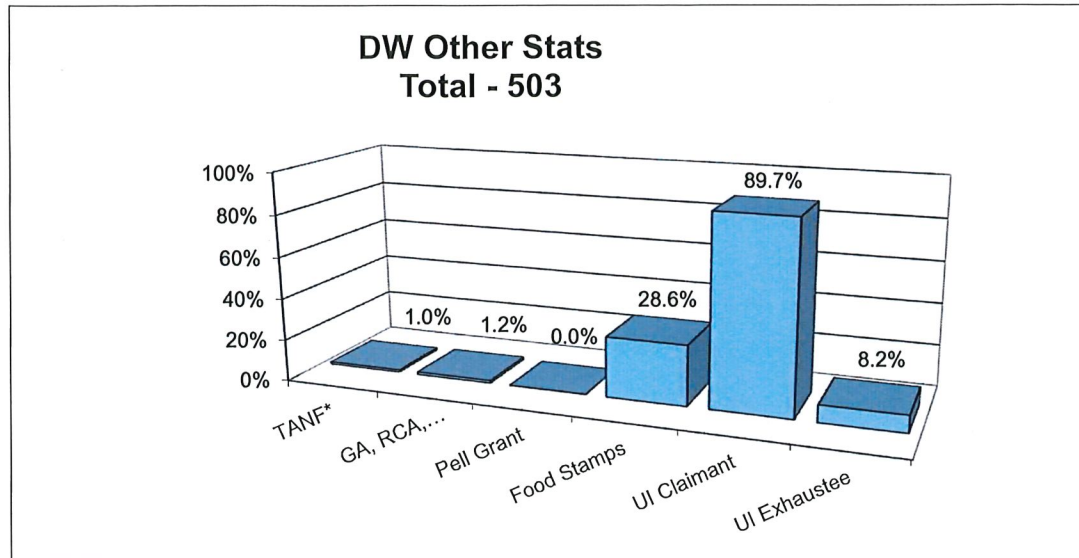
Dislocated Worker Demographics Third Quarter, Program Year 2020-2021



Dislocated Worker Demographics Third Quarter, Program Year 2020-2021



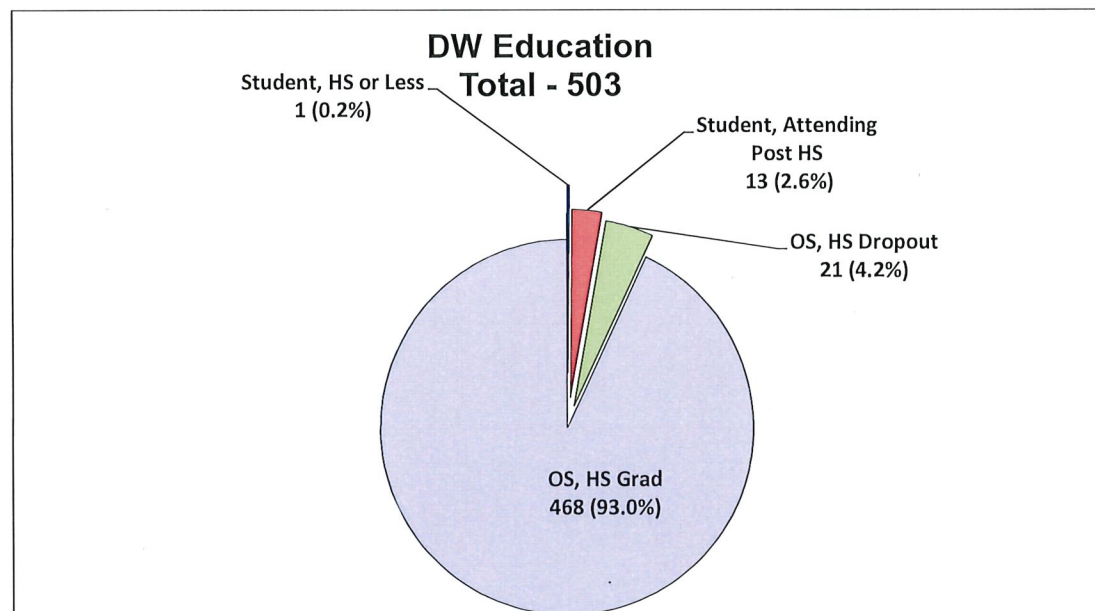
Dislocated Worker Demographics Third Quarter, Program Year 2020-2021



TANF - Temporary Assistance for Needy Families

GA - General Assistance, RCA - Refugee Cash Assistance, SSI - Supplemental Security Income

UI - Unemployment Insurance



FRESNO REGIONAL WORKFORCE DEVELOPMENT BOARD

AGENDA ITEM:	14
MEETING DATE:	May 19, 2021
ACTION:	INFORMATION

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

TO: Adult Council

FROM: Phyllis Stogbauer, Senior Deputy Director

SUBJECT: America's Job Centers of California Usage Report

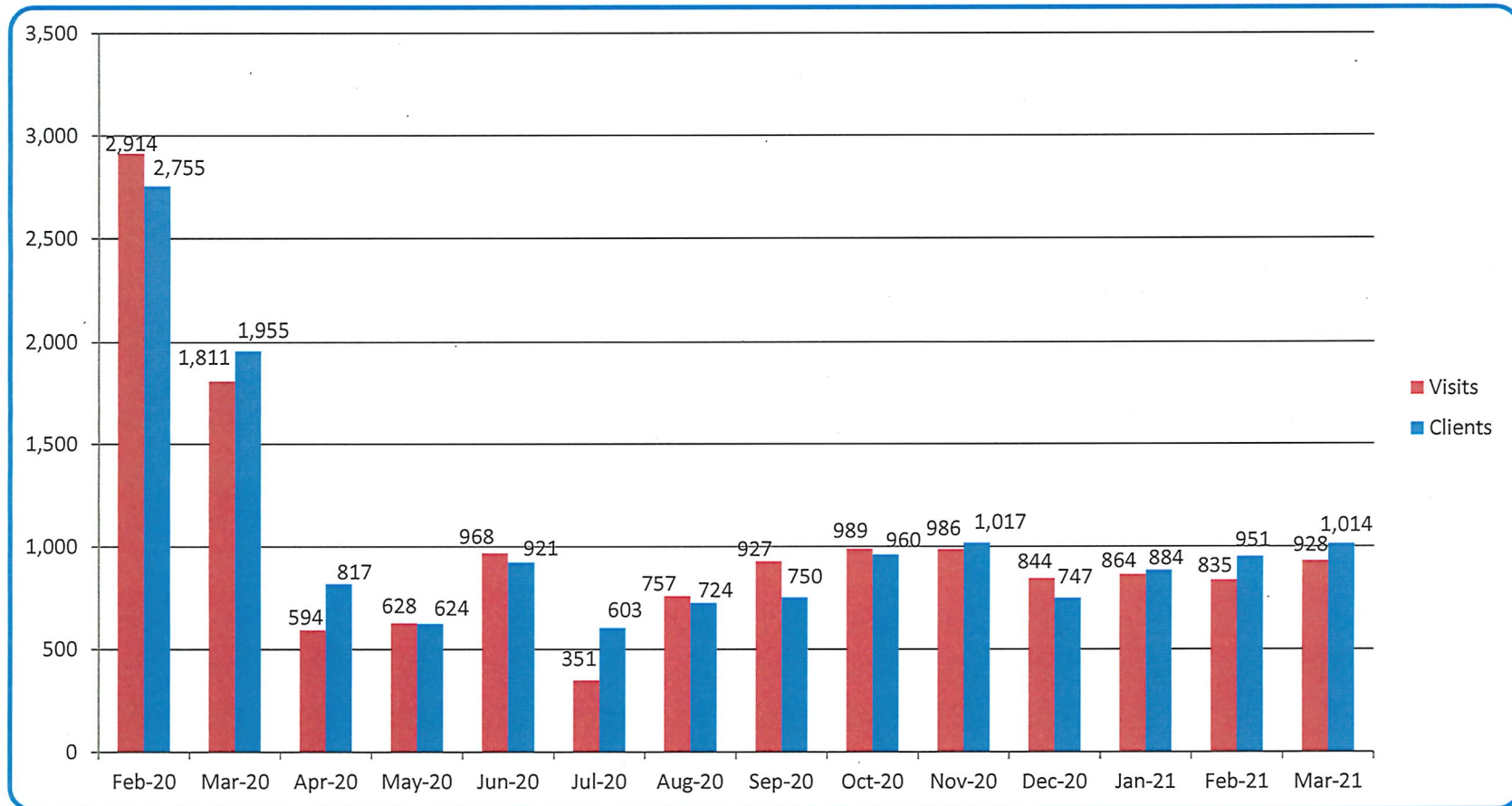
INFORMATION:

The Adult Council requested that Fresno Regional Workforce Development Board staff provide periodic reports of client usage at the One-Stop Centers America's Job Centers of California (AJCCs).

ATTACHMENT:

AJCC Clients and Visits Trend Report – March 2021

AJCC Clients and Visits Trend Report March 2021



Clients are unique clients receiving AJCC services in-person or online each period. Clients may be duplicated across periods.

Visits are clients visiting AJCCs. Can be multiple visits for each client per month.