



Program and Business Services Committee Agenda

February 16, 2023
8:00 A.M.



1600 E. Belle Terrace Bakersfield, CA 93307
Second Floor Large Conference Room



**Kern, Inyo & Mono Workforce Development Board
Program and Business Services Committee Agenda**

February 16, 2023

Location: 1600 E. Belle Terrace – Bakersfield, 2nd Floor Conference Room
Dial In: (800) 867-2581
Access Code: 7696907
Time: 8:00 a.m.

Committee Members:

Leo Bautista, Chair
Richard Chapman
Nick Hill III

Teresa Hitchcock
Brian Holt
Linda Parker

Alissa Reed
Jeremy Tobias
Arleana Waller

Page No.

I. Introductions

II. Public Comments

This portion of the meeting is reserved for persons to address the Committee on any matter not on this agenda but under the jurisdiction of the Committee. Committee members may respond briefly to statements made or questions posed. They may ask a question for clarification, make a referral to staff for factual information, or request staff to report back to the Committee at a later meeting. Also, the Committee may take action to direct the staff to place a matter of business on a future agenda. **SPEAKERS ARE LIMITED TO THREE MINUTES.**

III. New Business

- 1-2 A. Approval of the November 10, 2022, Meeting Minutes – **Action Item**
- 3-4 B. High Road Training Partnerships – Resilient Workforce Program Grant
- 5-111 C. Two-Year Modification to The Local and Regional Plans
- D. Director's Report – **Oral Report**
- E. Marketing Presentation – **Oral Report**

IV. Committee Member Comments

V. Miscellaneous Filings

- 112 A. Program and Business Services Committee Attendance Report
- 113 B. Kern, Inyo and Mono Workforce Development Board and Committees' Meeting Schedule for Calendar Year 2023

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**KERN, INYO & MONO
WORKFORCE DEVELOPMENT BOARD
PROGRAM AND BUSINESS SERVICES COMMITTEE
DISCUSSION AND ACTION ITEMS
NOVEMBER 10, 2022**

Members Present: Leo Bautista, Richard Chapman, Nick Hill, Teresa Hitchcock, Brian Holt, Linda Parker, and Jeremy Tobias.

Members Absent: Alissa Reed, and Arleana Waller

Staff Present: Marsha Manos, Aaron Ellis, Anne Meert, Jeremy Shumaker, and Candy Gettman.

Guests Present: Quirino Banuelos and Priscilla Gonzales

The meeting was called to order at 8:03 a.m. by Leo Bautista through Microsoft Teams.

*Unexcused Absence

Introductions

Marsha Manos took a roll call vote of the Committee.

Resolution Authorizing the Program and Business Services Committee to Conduct Remote Teleconference Meetings

Anne Meert informed the Committee that this resolution was before them so that they can continue to meet remotely and called for a motion. Jeremy Tobias made a motion to approve the resolution. Teresa Hitchcock seconded the motion. Marsha Manos polled the members for their votes. All ayes. The motion carried.

Public Comments

There were no public comments.

Approval of May 12, 2022, Meeting Minutes

Teresa Hitchcock made a motion to approve the May 12, 2022 meeting minutes. Linda Parker seconded the motion. Marsha Manos polled the members for their votes. Leo Bautista abstained from the vote due to his absence. All ayes. The motion carried.

Proposed Kern, Inyo and Mono Workforce Development Board and Committees' Meeting Schedule for Calendar Year 2023

Jeremy Shumaker advised the Committee that the calendar before them was for 2023 and asked if there were any questions. Richard Chapman asked if the meetings would remain virtual or if they would take place in person. Teresa stated that it would probably be at the discretion of the Chairperson but that it had not yet been determined. Nick Hill made a motion to approve the calendar. Jeremy Tobias seconded the motion. Marsha Manos polled the members for their votes. All ayes. The motion carried.

Authorization To Issue Request For Proposals And Request For Refunding For Workforce Innovation And Opportunity Act Adult, Dislocated Worker, Combined And Farmworker Programs For Program Year 2023-2024

Anne Meert reminded the committee one of the functions of the Program and Business Services Committee is to recommend to the Workforce Development Board (WDB) the annual procurement process for contracted programs under the Workforce Innovation and Opportunity Act.

“Contracted programs” are those in which providers are reimbursed for expenses. This does not include Eligible Training Provider List providers who are paid on a “per participant basis” nor On-the-Job Training contracts in which employers are paid for training potential new employees. Anne also mentioned a full Request for Proposals (RFP) is required at least once every four years and the last RFP was issued for Program Year (PY) 2019-2020 for WIOA Adult, Dislocated Worker, and Combined programs, and RFRs were issued for PY 2020-2021, PY 2021-2022, and PY 2022-2023. Staff is recommending that we issue an RFP for PY 2023-2024 (July 1, 2023 – June 30, 2024) for only those programs and services necessary to operate local WIOA programs. Anne said that in addition, ETR is requesting to issue an RFP for unanticipated funding or the need arises. Anne told the committee that the fourth year under the National Farmworker Jobs Program began on July 1, 2023, and an RFR is being recommended to continue those programs. Funding allocations have not been announced for the next program year. Anne reminded the Committee the recommendations before them were for the adult programs only. Richard Chapman made a motion to accept the staff’s recommendation to recommend that the WDB authorize the following: 1) issuance of an RFP for limited programs and services for WIOA Adult, Dislocated Worker, and Combined programs for Program Year 2023-2024; 2) issuance of an RFR for Farmworker programs and services for Program Year 2023-2024; and 3) if needed, an RFP for other workforce funding or need that may emerge over the course of the year. Jeremy Tobias seconded the motion. Marsha Manos polled the members for their votes. All ayes. The motion carried.

Director’s Report

Teresa Hitchcock told the committee ETR is picking up pace. Funding allocations have been delayed. Teresa said that the State has received the funding from the Federal level but is not sure what the delay was. Teresa also said that there is an increase in customers coming in for services and there is a strong demand in the employment market. Richard Chapman echoed Teresa’s statement. Richard mentioned that the Energy Summit would be taking place the following week.

Marketing Presentation

Danette Williams was not present and there was no report given.

Committee Member Comments

Richard Chapman mentioned there would be a Career Expo in East Kern on March 3, 2023. Teresa thanked the committee members for attending the Local Plan forum and said that there was a lot of great input.

Miscellaneous Filings

- A. Program and Business Services Committee Attendance Report
- B. Kern, Inyo and Mono Workforce Development Board and Committees’ Meeting Schedule Calendar Year 2022

The meeting was adjourned at 8:24 a.m.

February 16, 2023

Kern, Inyo & Mono
Workforce Development Board
Program and Business Services Committee
1600 E. Belle Terrace
Bakersfield, CA 93307

TWO-YEAR MODIFICATION TO THE LOCAL AND REGIONAL PLANS

Dear Committee Member:

The Workforce Innovation and Opportunity Act (WIOA) requires the Local Workforce Development Board, which is the Kern, Inyo & Mono (KIM) Workforce Development Board (WDB), to prepare a Two-Year Modification to the Local Plan, and the Regional Planning Unit (RPU), which is the San Joaquin Valley and Associated Counties, to prepare a Two-Year Modification to the Regional Plan. The San Joaquin Valley and Associated Counties include the counties of Kern, Inyo, Mono, Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus and Tulare. Each two-year modification to the plans covers Program Years 2021 – 2024 (July 1, 2021 to June 30, 2025) and will be submitted to the California Workforce Development Board on or before the deadline of March 31, 2023.

The draft Two-Year Modifications to the Local Plan and Regional Plan are available for review online at www.etronline.com and www.americasjobcenterofkern.com. Furthermore, paper copies of the plans were available at ETR and the America's Job Center of California (AJCC) of Inyo County and Mono County. Individuals who did not own computers were able to gain access to the plans by using public computers through an appointment at any of the twelve public libraries located in Kern County, six in Inyo County and seven in Mono County. The websites are easily usable by the public and the public has been provided identifiable public comment links to both the Two-Year Modification to the Local and Regional Plans.

The public comment period started on February 6, 2023, and will end at 5:00 p.m. on March 8, 2023. Persons who wish to comment on the two-year modifications to the local and/or regional plans are able to do so during the public comment period by any of the following methods:

TERESA HITCHCOCK, ASSISTANT COUNTY ADMINISTRATIVE OFFICER

1600 E. BELLE TERRACE, BAKERSFIELD, CA 93307 OFFICE: 661.336.6893 FAX: 661.336.6858 INTERNET: www.etronline.com

A proud partner of America's Job Center of California

Via email at:

WIOALocalPlan@kerncounty.com

WIOARegionalPlan@kerncounty.com

In writing to:

Jeremy Shumaker, CAO Manager

Administrative Division, Employers' Training Resource

1600 East Belle Terrace, Bakersfield, CA 93307

By telephone to:

Jeremy Shumaker at (661) 325-4473

In person by attending today's public forum. American Sign Language and Spanish interpreters are available at today's meeting.

To date, there have been no public comments made to either the Two-Year Modification to the Local Plan or the Regional Plan.

ETR will continue to update your committee on the status of the Two-Year Modification to the Local and Regional Plans and provide more specifics when additional information is forthcoming.

Sincerely,

A handwritten signature in black ink, appearing to read "Teresa Hitchcock". The signature is fluid and cursive, with the first name "Teresa" being more prominent than the last name "Hitchcock".

Teresa Hitchcock

Assistant County Administrative Officer

TH:ms

Attachments



February 16, 2023

Kern, Inyo & Mono
Workforce Development Board
Program and Business Services Committee
1600 E. Belle Terrace
Bakersfield, CA 93307

HIGH ROAD TRAINING PARTNERSHIPS – RESILIENT WORKFORCE PROGRAM GRANT

Dear Committee Member:

On January 27, 2023, the California Workforce Development Board (CWDB) in partnership with the Labor and Workforce Development Agency announced the High Road Training Partnerships - Resilient Workforce Program (H RTP) grant.

The objectives of the H RTP grant are to increase access to existing high-road jobs for underserved populations and create pathways for job growth for incumbents already employed with high-road employers. In alignment with these overarching objectives, the Resilient Workforce Program will fund training partnerships with existing high-road employers to directly increase the number of skilled workers from underserved populations in quality jobs in priority sectors.

Employers' Training Resource (ETR) anticipates partnering with a majority of members of the San Joaquin Valley and Associated Counties - Regional Planning Unit (SVJAC RPU) on the H RTP grant, including the counties of Kern, Inyo, Mono, Fresno, Kings, Madera, Merced, San Joaquin, and Stanislaus.

Through the H RTP grant, the CWDB has indicated it will fund Planning and Development alongside Training Implementation Projects which are intended to deliver training programs to achieve employment, career advancement outcomes for participants, and/or to prevent layoffs. Both components will allow the H RTP grant to continue for a duration of up to 36 months and the SVJAC RPU intends to seek up to \$5,500,000 for its project. The SVJAC RPU plans to focus on quality jobs in the healthcare industry and prioritize the following populations with historical barriers to employment: English Language Learners, Homeless and Housing Insecure, People with Disabilities, Veterans, Youth (ages 18 – 24), and Low-Income Workers. The grant application is due on April 1, 2023.

In addition, the SVJAC RPU project will also build pathways to healthcare jobs in collaboration with local labor unions, community colleges, the University of California, Merced, and California State Universities throughout the San Joaquin Valley, and multiple healthcare employers.

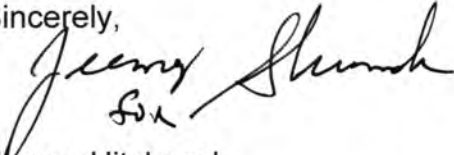
TERESA HITCHCOCK, ASSISTANT COUNTY ADMINISTRATIVE OFFICER

1600 E. BELLE TERRACE, BAKERSFIELD, CA 93307 OFFICE: 661.336.6893 FAX: 661.336.6858 INTERNET: www.etronline.com

A proud partner of America's Job Center of California

ETR will continue to update your Committee on the status of the High Road Training Partnerships - Resilient Workforce Program grant and provide more specifics when additional information is forthcoming.

Sincerely,

A handwritten signature in black ink, appearing to read "Teresa Hitchcock". The signature is fluid and cursive, with a large initial "T" and "H".

Teresa Hitchcock
Assistant County Administrative Officer

TH:ms

Kern, Inyo and Mono Counties Workforce Development Board

Two-Year Modification to the Local Plan Program Years 2021 – 2024



Contact:	Teresa Hitchcock, Assistant County Administrative Officer
Phone:	(661) 336-6973
E-Mail	hitchcockt@kerncounty.com

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I. INTRODUCTION AND OVERVIEW

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 of these programs constitute the four “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 Kern, Inyo and Mono Counties Workforce Development Board (KIM WDB) 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 Act.

Overview of Local One-Stop System Partners

KIM WDB has built strong and effective relationships with state and local agencies that represent the one-stop partner programs. Over the next four years, the WDB looks forward to further enhancing coordination with each of the workforce system partners.

Following is a summary of the local/regional organizations representing the federal one-stop partner programs with which the KIM WDB has developed an MOU.

Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Kern County Employers' Training Resource, the fiscal and administrative agent for the Kern, Inyo and Mono Counties Workforce Development Board
WIOA Title II Adult Education and Literacy	Delano Joint High School District Farmworker Institute for Education @ Leadership Development Kern High School District McFarland Unified School District Wasco Union High School District Tehachapi Unified School District
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Bakersfield College Cerro Coso Community College Taft College Kern Community College District Taft Community College District
Older Americans Act Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs for Progress, Inc.
Job Corps	Inland Empire Job Corps Center
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	Kern County Employers' Training Resource
Jobs for Veterans State Grants	Employment Development Department

Youth Build	<i>Not applicable. There is no Youth Build program in the county.</i>
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Kern
Housing and Urban Development E&T	Housing Authority of Kern County
Unemployment Insurance (UI)	Employment Development Department
Second Chance Act	Latino Coalition for Community Leadership
Temporary Assistance for Needy Families (TANF)/CalWORKs	Kern County Department of Human Services

MOU with WIOA Colocated and Non-Colocated Partners

The Memorandum of Understanding (MOU) between the KIM WDB and the WIOA-mandated partners contains the following key provisions.

Responsibility of AJCC Partners: AJCC/One-Stop Partners agree that the following reflect foundational tenets. The AJCC partners agree to:

- Participate in joint planning, plan development, and modification of activities offered by the partner to facilitate continuous partnership building; continuous planning in response to state and federal requirements; responsiveness to local and regional economic conditions, including employer needs; and participation in and adherence to common data collection and reporting needs, as required by law.
- Make agreed upon services available to customers through the one-stop delivery system.
- Participate in the design and operation of the one-stop system, consistent with the terms of the MOU and requirements of applicable law.
- Participate in capacity building and staff development activities to ensure all partners and staff are adequately cross trained on system services.

Funding of Services and Operating Costs: The partners agree to participate in the development of a cost-sharing agreement through Infrastructure Funding Agreements that identifies shared AJCC system costs. Such shared costs can be provided either in cash or through in-kind services. Actual costs of the system will be driven by the system designed by the partners. These costs could range from items such as rent and utilities for agencies with a physical presence at the AJCC, to a proportionate cost of developing and maintaining common informational portals for job seekers and employers.

AJCC Partner Programs

The following information summarizes the ways in which KIM WDB 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 formula-funded programs are administered by the KIM WDB. Services are delivered at the three comprehensive AJCCs, located in Delano, Bakersfield and Ridgecrest.

WIOA Title II – Adult Education and Literacy: Kern Community College District, on behalf of Bakersfield College and Cerro Coso Community College and Taft Community College District, on behalf of Taft College are WIOA Title II adult education and literacy grant recipients. 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, ETR 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 AJCC. Staff at Kern County Employers' Training Resource (ETR), the fiscal and administrative agent for the KIM WDB works with EDD to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services, and ETR participates in EDD's RESEA workshops. EDD collaborates with ETR through its representatives' participation Job Fairs and by referring businesses to EDD to post their job orders. EDD and ETR staff also collaborate on Rapid Response orientations for laid off workers.

WIOA Title IV – Vocational Rehabilitation: WIOA and DOR staff are cross-trained in the eligibility requirements for services that each offers 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 disability awareness and use of competitive integrated employment. DOR and ETR are preparing to collaborate on the expansion of competitive integrated employment opportunities for individuals with intellectual and developmental disabilities. DOR staff are co-located at the comprehensive AJCC in Bakersfield.

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 through the Kern Community College District and Taft Community College District are recipients of Perkins funding in Kern County.

Title V Older Americans Act: SER – Jobs for Progress, Inc. operates the Senior Community Services Employment Program (SCSEP) that serves Kern, Inyo and Mono Counties residents. The program offers short-term pre-vocational services to 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. SER – Jobs for Progress, Inc. representatives participate in the workforce system partner meetings led by the One-Stop Operator and have provided training on its program to ETR and partner staff. SER – Jobs for Progress, Inc. has an office located in the comprehensive AJCC in Bakersfield.

Job Corps: Programs representatives conduct eligibility determination for Job Corps services. Their principal activity at the comprehensive AJCC in Bakersfield is to promote the Job Corps program to potential applicants, who are youth and young adults ages 16 to 24.

Native American Programs (WIOA Section 166): KIM WDB collaborates with California Indian Manpower Consortium (CIMC) to provide referrals and co-enrollment opportunities for Indian and Native American job seekers, along with access to all WIOA and partner services available through the AJCC.

Migrant Seasonal Farmworker Program (WIOA Section 167): ETR administers and operates the Migrant Seasonal Farmworker (MSFW) program in KIM Workforce Development Area to ensure MSFW programs services are available for eligible agricultural workers and their families. ETR refers clients to other partner programs.

Jobs for Veterans State Grants: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists support the AJCC to providing assistance to veterans seeking employment.

Trade Adjustment Assistance Act: TAA, which is operated by EDD, 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: Community Action Partnership of Kern is a key partner in providing a wide range of support services to workforce system customers. The organization provides early childhood education programs, food and nutrition services, utilities assistance, housing support and more. ETR and the community action agency regularly refer customers to each other.

Housing and Urban Development Employment and Training Program: Housing Authority of Kern County is a critical partner in providing both work experience and leveraged opportunities.

Unemployment Compensation: The Unemployment Insurance program is accessible to ETR customers by phone or via EDD's website. AJCC staff works with EDD to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families/CalWORKs: Kern County Department of Human Services assists individuals and families with welfare services. These services

include but are not limited to Cash Assistance, Diversion Assistance, Medi-Cal Coverage, CalFresh, and Employment Services.

Partners' Collaboration on Co-Enrollment and Case Management

WIOA's emphasis on system partnerships, leveraging of resources, and customer-centered design have all contributed to an environment in which workforce development stakeholders are focused on identifying a broad range of resources to assist job seekers in meeting their education, training, employment, and career goals.

For many years, ETR and other local system partners has been co-enrolling participants. Most frequently, the event driving co-enrollment across two or more programs is the identification of a participant having multiple barriers to employment and, therefore, demonstrating needs for multiple interventions. Some of the most common partners for co-enrollment across systems include local providers of TANF, Wagner-Peyser, Probation, and Child Support Services. DOR, local education agencies, migrant and seasonal farmworker programs are also strong candidates for having participants co-enrolled in WIOA or other programs. Due to the lack of a shared case management system among all workforce partners, communication between organizations serving common customers relies, after client approval, on verbal and written communication between staff from two or more organizations. Co-case management is most often seen among the workforce system partner programs that utilize the state CalJOBS system. These include the WIOA Title I programs, Wagner-Peyser, veterans' employment services, the TAA program, and the section 167 Farmworker Program. ETR anticipates that adoption of the Unite Us system by the partners will increase organizations' capacity in co-managing clients.

Use of Technology to Support for Co-Enrollment

WIOA and various other fund sources strongly encourage co-enrollment of customers to provide as many partner services as possible without duplication. As customers are co-enrolled, frequent communication and case management occur between partners. The local system partners have strong relationships, and referrals and co-enrollments between the partners is documented in each agency's case management system. For WIOA, this occurs in CalJOBS and updates regarding cases are commonly shared, with an Authorization of Exchange of Information consent completed by the participant. As situations arise regarding a common customer, partners ensure all details are communicated and questions are addressed on a timely basis. When participants are co-enrolled in programs for which the partners use CalJOBS (e.g., TAA), co-case management is much easier and information sharing is facilitated by the system.

Co-Enrollment Improvement Strategies

Co-enrollment and co-case management strategies are facilitated when staff from various programs are informed about the content and requirements of other workforce system programs. ETR has sponsored various cross-training sessions for partner staff to increase their understanding about all partner programs and to share expertise about the needs of various populations. ETR is committed to coordination of additional cross-training among the partners, to promote learning for new partners and new staff and to reinforce information among all organizations within the local workforce development delivery system. The more frontline staff know about partner programs, the greater the likelihood that they can make appropriate referrals that will lead to co-enrollment. For frontline staff that are unable to attend the trainings on partner programs, the training are available on YouTube.

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

With its 21,522 square miles and population of just under 950,000 residents, Kern, Inyo and Mono Counties are the largest of the local workforce areas and the second largest in population in the Central Valley. While more than 400,000 residents reside in Bakersfield, a large portion reside in rural areas. Ensuring access for all of the residents in Kern, Inyo and Mono Counties, there are a total of ten comprehensive, affiliated and specialized AJCCs. Both brick and mortar and virtual operations are key to meeting this objective.

Comprehensive, Affiliated and Specialized AJCCs and Other Physical Locations

The public transit system in Kern, Inyo and Mono Counties are effective in moving people in and out of the locations where comprehensive, affiliated and specialized one-stop AJCCs are located. The AJCCs are well equipped, offering a fully outfitted resource room with computers, internet access, and a wide range of resources that job seekers need to support their career planning and employment goals. For job seekers in remote communities, other options for in-person services are available. On a scheduled basis, ETR staff travel to designated locations to conduct orientations or meet with prospective customers. In addition, other partner locations throughout the tri-county area can serve as onramps to workforce programs. Applicants may be able to use computers, internet, phones, and other equipment at these sites to make contact with ETR and begin their process of learning about and receiving workforce services. In addition, ETR is partnering with the Kern County Public Library (KCPL) system to help expand AJCC services for customers that are unable to visit the centers during regular hours of operation. The KCPL system has 24 branches some of which are located in remote areas of the county. KIM also partners with a community-based organization that offers a Green Mobile One Stop Unit that operates on bio diesel fuel and solar panels and can travel to remote locations to provide services to "hard to reach" populations.

Delivering Services through Virtual Platforms and Web-Based Information

As stated above, KIM WDB have made significant developments in recent years in launching its virtual intake system and utilizing CareerHubUS.com, which enables remote communications, exchange of information, and participation in services. Effects of the

pandemic on the ability to provide in-person services accelerated further development of this system and the migration of many services (e.g., job readiness workshops and skills training) to web-based platforms. A byproduct of services being available on the web is that they are, at least in theory, more readily accessible to individuals living in remote corners of the counties of Kern, Inyo and Mono or blocks away from the ten comprehensive, affiliated and specialized AJCCs. The KIM WDB recognizes, however, that there is a profound digital divide in Kern, Inyo and Mono Counties with many individuals lacking internet access, hardware, and technology skills to gain access to and effectively utilize virtual services.

Practices and procedures have been put in place so that customers can be provided all WIOA services remotely. These include career and training services, orientation, eligibility, assessment, enrollment, and case management. Services are provided through email, phone and text through CareerHubUS.com, and video communications with no in-person appointments. However, in-person appointments are available upon request. In addition to these services, necessary forms can be provided, discussed, and signed by customers and staff remotely by utilizing CareerHubUS.com or DocuSign on a customer's personal cell phone. Staff utilize CalJOBS for customers to upload their eligibility documents and have customers sign documents by PDF.

Improving Service Delivery to Remote Communities

Addressing technology gaps experienced by many residents of Kern, Inyo and Mono Counties will be a top priority for KIM WDB over the four-year period of this Local Plan. Improving access to web-based services is critical to every organization that is part of the local workforce system and many more agencies and programs that provide a host of services to county residents. The KIM WDB will engage with state officials and work with county government to identify strategies to increase access.

Coordination of Workforce Activities and Support Services

The KIM WDB provides supportive services to customers enrolled in WIOA training to enable their participation in services, training activities, and employment. Supportive services are coordinated for individuals with demonstrated financial need. The provision of supportive services is based on an individual's assessment results, budget, and the availability of funds. Supportive services are identified to address barriers to employment such as limited English proficiency, limited exposure to work, insufficient skills development, lack of credentialing, and other employer-valued skills, experience and educational attainment. During the intake process, customers complete a career profile assessment, inquiring as to the need for training and supportive services required to successfully achieve employment goals. This assessment is discussed in detail with case management staff to ensure need and, subsequently, referrals to appropriate agencies. Prior to accessing WIOA funds for supportive services, staff ensures that there is no duplication of services with other programs or benefits that an individual may be receiving. As indicated, WIOA supportive services are only provided if need is determined and funds

are available. In all cases, WIOA funds are expended only after it is determined other services and sources of support are not available.

Types of WIOA Supportive Services

Support services provided to WIOA-enrolled customers include items to meet a variety of needs, including transportation allowance while in training, bus passes, tools and equipment required for training, tools and clothing required for work, and other services, as appropriate and allowed through local policies. Such additional services may include funds for licensing fees; drug screening and background clearance applications; health and vision needs; and moving expenses for dislocated workers with a bona fide job offer. Long-term and costly forms of support, including childcare, are typically identified through referrals to local partner agencies.

Support Services Partners and Resources

ETR staff has established working relationships with Housing Authority of Kern County, Community Action Partnership of Kern, the Kern County Department of Human Services, Garden Pathways, Bakersfield Homeless Shelter, Independent Living Center of Kern County, Center for the Blind & Visually Impaired, California Department of Rehabilitation, and many other organizations that support persons in need of services to overcome barriers to employment and training. There is an electronic community resource listing by phone at 211 and 211Inteliful, online. These resources are updated by the Community Action Partnership of Kern. Workforce system partners are cross-trained on various forms and sources of supportive services that are available throughout the community, including services from government and non-profit, faith-based, and other community providers.

Physical and Programmatic Accessibility for Individuals with Disabilities

KIM WDB has implemented various strategies to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). In addition, KIM WDB makes available technology, programs, and services that support job seekers with disabilities' effective use in all of the ten AJCCs throughout Kern, Inyo and Mono Counties.

Compliance with WIOA Section 188 and ADA

All partners within the workforce development delivery system, including the OSO and partners co-located at the comprehensive AJCCs, fully comply with WIOA Section 188 (non-discrimination and equal opportunity) and applicable provisions of the American with Disabilities Act of 1990. References to this requirement are included in all contracts and the MOU with all local workforce system partners. All enrolled participants sign a Grievance and Complaint Procedures form that informs them of steps they can take in the event they wish to file a complaint. Notices regarding non-discrimination and equal opportunity are also prominently displayed in all of the AJCC lobbies for non-enrolled customers. Training on WIOA Section 188 is provided to all AJCC staff, include prohibiting

discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Training on the Americans with Disabilities Act includes the definition of an individual with a disability, reasonable accommodations, undue hardship, retaliation against an individual, and medical inquiries.

ETR is aware of the difficulties individuals with disabilities may encounter when accessing one-stop services and staff is committed to ensuring individuals with disabilities have physical and programmatic access to all one-stop systems and services. DOR, which administers California's Vocational Rehabilitation program, is represented on the KIM WDB and is a significant resource for all of the AJCCs and the local workforce system in developing strategies to effectively serve individuals with disabilities. DOR staff also maintains scheduled office hours at the comprehensive AJCCs located in Bakersfield and Delano and assists in training AJCC staff regarding accessibility and accommodations needed for job seekers with disabilities. AJCC facilities are certified compliant with the Americans with Disabilities Act and offer Sorenson and other adaptive equipment. The AJCCs are located near major bus transportation routes, which allow for easy access. Staff is bilingual in English and Spanish and can translate as needed, while services in other languages are available when requested.

Resources for Job Seekers with Disabilities

As indicated, the AJCC complies with all mandates and notifications with regard to providing services and materials to individuals with disabilities. Technology which has been obtained and is available to individuals with disabilities includes, Sorenson, ZOOM screen enhancement software (assists individuals who are visually impaired); Ubi Duo (deaf/hearing impaired communication device); and Dragon Natural Speaking Software (speech recognition technology). In addition, one-on-one assistance is provided to customers to support the use of the AJCCs located throughout Kern, Inyo and Mono Counties. Reasonable accommodations are available upon request.

Training to Increase System Effectiveness in Serving Individuals with Disabilities

As indicated, training on WIOA Section 188 is provided to all AJCC staff. training occurs annually, documentation is provided, and signatures/verification are obtained to ensure validation of training provided for county employees. This information is housed with ETR's EO Officer. ETR also plans to continue to arrange for more training on topics such as best practices for serving individuals with disabilities. ETR will collaborate with DOR to identify and secure such training.

WIOA – Two Year Modification to Local Plan for Program Years 2021 - 2024

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 Kern, Inyo and Mono Counties Workforce Development Board (KIM WDB) developed a four-year Local Plan covering Program Years (PY) 2021-24. Upon its approval by state officials representing the Governor, the plan became effective for the period July 1, 2021 through June 30, 2025. This update to the 21-24 Local Plan constitutes its WIOA-required biennial modification. Following the approval of this modification by state representatives, it will become the official, active version of the Plan beginning on July 1, 2023 and remaining in effect through June 30, 2025.

II. WIOA CORE AND REQUIRED PARTNERSHIP COORDINATION**A. *How the Local Board and AJCC partners will coordinate the services and resources identified in its MOU, as outlined in WIOA Memorandums of Understanding (WSD18-12).***

The WIOA MOU addresses service coordination and collaboration amongst the eighteen WIOA partners (AJCC Partners). The purpose of the WIOA MOU is to establish a cooperative working relationship between the KIM WDB and the required AJCC Partners as well as defining their respective roles and responsibilities in achieving a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. This WIOA MOU also serves to establish the framework for providing a unified one-stop delivery system to employers, employees, job seekers, and others needing workforce services. The WIOA MOU serves as a functional tool as well as a visionary plan for how KIM WDB and the AJCC Partners work together to serve the needs of their shared customers. The AJCC one-stop delivery system is driven by local needs and will evolve over time as employers and individual's customers' needs change. The AJCC Partners manage referrals through cross-training of appropriate staff. The AJCC Partners also provide access to each required AJCC Partner's program through cross-referrals, such as: physically co-locating at the AJCC center, being available for appointments to job seekers, and having appropriate technologies at the AJCC.

The WIOA MOU addressed how the WIOA Partners functionally and fiscally will sustain the AJCC One-Stop delivery system in KIM Counties through the use of resource sharing and joint operating and infrastructure costs. Each of the AJCC Partners that carries out a program or activities within a comprehensive AJCC must use a portion of the funds available for their program and activities to help maintain the One-Stop delivery system, including proportional payment of the infrastructure costs of the three locally operated comprehensive AJCCs. Staff have received training from the California WDB which has assisted the KIM WDB and AJCC Partners with the initial development of cost sharing agreements for

both infrastructure budgets and other shared cost budgets. The WIOA MOU allows for the colocated AJCC Partners to meet on a regular basis to develop separate budgets for each of the three comprehensive AJCCs. In addition, the colocated AJCC Partners have negotiated the cost sharing methodology based upon their proportionate use and relative benefit to each colocated AJCC partner while complying with federal cost principles.

B. How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in Strategic Co-Enrollment – Unified Plan Partners (WSD19-09).

The Better Bakersfield & Boundless Kern Regional Action for Economic Prosperity (B3K Report) provided the KIM WDB with the foundation to continue work on career pathways working in partnership with WIOA partners. The B3K Report highlighted those occupations within the industry clusters that show growth and present an individual with a sustainable wage. The B3K Report focuses on achieving dual economic objectives of (i) enduring growth and competitiveness for the Kern region, and (ii) jobs that enable self-sufficiency and upward mobility of its residents. These outcomes require workforce and economic development strategies that focus not just on job counts, but the quality of jobs created and providing access to them. In particular, “middle skill, middle income” jobs for workers with less than a bachelor's degree are central to determining workforce and economic development priorities, responding to the impact of macroeconomic trends that hollowed out job creation in that category and reduced pathways to employment opportunities. The “Opportunity Industries” analysis used in the B3K Report identifies the sectoral concentrations of “good” and “promising” jobs that enable workers to achieve self-sufficiency for themselves and their families. Furthermore, Opportunity Industries affords a granular understanding of progressions in job quality by sector, by occupation and worker demographics. With this information, KIM WDB will prioritize workforce development interventions by focusing on sectors that concentrate on good jobs, enhance job quality in other prominent clusters, align workforce outreach, and training activities to ensure residents are better connected to those jobs. The term “Good jobs” must meet four criteria, including (i) pays a sufficient annual wage that enables workers to meet their family’s market basket of expenses and savings, and be ineligible for California benefit transfers; (ii) provides employer sponsored health insurance which is a proxy for other employment benefits; and (iii) affords career pathways that lead to the same or another good job in the future; (iv) upward mobility toward better quality jobs. This analysis also accounts for differences in the quality of a job and the likelihood of upward mobility depending on the attributes of the person who holds the job.

In order to help residents in the local workforce development area obtain jobs that ensure both long-term economic self-sufficiency and economic security, KIM WDB continues to work with industry, education, labor, and economic development leaders. KIM WDB collaborates with its WIOA partners to identify and solve

employment challenges, support system alignment, partnership building, employer engagement, sector strategies, and development of service strategies focusing serving individuals with barriers to employment. KIM WDB relies upon its ten America's Job Centers of California (AJCC) spanning three counties as the cornerstone of its workforce system. The AJCC serves as an all-inclusive access point to education and employment programs that provide demand-driven skills attainment, especially for those with barriers to employment, including English Language Learners, Homeless and Housing Insecure, Immigrants, Justice-Involved Individuals, People with Disabilities, Veterans, Youth, Low-income households and Dislocated Workers. To ensure maximum participant access to WIOA programs and services, including training, KIM WDB leverages resources through strategic co-enrollment. Through the Memorandum of Understanding, WIOA partners within the AJCC system collaborate to streamline administrative processes in order to co-enroll participants and direct resources to meet the needs of participants within the local workforce development area. KIM WDB collaborates with WIOA partners to increase service integration, as appropriate. KIM WDB continually improves service delivery to meet participant needs through co-enrollment into partner programs. KIM WDB assist participants' access to resources across partner programs by having AJCC staff work in cross-functional teams and provide ongoing training and professional development. This training and professional development allows AJCC staff to be knowledgeable in the eligibility requirements of partner programs to allow for an integrated service delivery and co-enrollment which streamlines intensive services, such as case management, job search assistance, and follow-up services.

C. *How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including remote areas, through the use of technology and other means.*

KIM WDA spans more than 21,400 square miles of fertile farm land on the Central San Joaquin Valley floor, the arid Mojave Desert, and the mountains of the Eastern Sierra Region. The KIM WDA is larger in area than the State's largest county, San Bernardino. Sparsely populated, the residents of Inyo and Mono Counties comprise 3.5% of the Workforce Development Area's population of 949,998 (July 1, 2021) residents. Due to the seasonal nature of employment, sparse population, low number of employers, and other factors, most economic studies do not target individual employers in Inyo or Mono Counties, but rather aggregate data for the Eastern Sierra Region.

Given the breadth of the Workforce Development Area (WDA) KIM plans to utilize technology such as Skype, Zoom, Teams, Webex, Google Conference and Social Media platforms such as: Facebook, Instagram, Twitter, LinkedIn, and YouTube to facilitate access to services and enhance the currently maintained websites: www.americajobcenterofkern.com, www.americasjobcenerofinyo.com, www.americasjobcenterofmono.com and www.etronline.com as well as a website in development – www.employerstrainingresource.com. These websites provide

information regarding current training and employment opportunities, employer recruitments, job fairs, industry forums, supportive services, special grant opportunities, and connections to all AJCC partner services and programs. Using websites and YouTube we will offer on-line video links that allow both employers and job seeker customers to review work readiness workshops, partner services presentations, and more information about specific programs and services at their convenience; an on-line orientation to offer an additional on-ramp to services to assist job seekers, incumbent workers, customers with accessibility or transportation barriers, and anyone unable to visit centers during regular hours of operation; and the use of remote access points. Kern County established remote access points for county services using San Joaquin Air Pollution Control Grant aimed at reducing vehicle miles. These remote access points are provided using video equipment that could be used to provide career services in outlying areas. KIM WDB will continue to explore technological advances that can help us to provide customers with other options for service delivery in remote areas.

At the present time, KIM WDB is partnering with the Kern County Public Library (KCPL) system to help expand AJCC services for customers that are unable to visit the centers during regular hours of operation. The KCPL system has 24 branches some of which are located in remote areas of the county. KIM also partners with a community-based organization that offers a Green Mobile One Stop Unit that operates on bio diesel fuel and solar panels and can travel to remote locations to provide services to “hard to reach” populations.

In addition, KIM WDB staff uses Career Hub’s Virtual Service Model (“VSM”) to communicate with clients and employers. The VSM permits staff to communicate more effectively and efficiently with clients by texting information to their mobile devices. This allows staff to provide job seekers in the targeted populations with assistance through the use of innovative service delivery methods and let employers know about services they have requested. Staff is able to provide technical assistance, coaching, virtual training, reminders, referrals to on-line and shared community resources, notices to job/resource fairs, employer recruitments and other employment opportunities; and matching clients with job opportunities via text, email and voicemail to the customers’ smartphone regardless of their geographic location. The VSM has increased efficiency and program outcomes through engagement of the targeted population.

D. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.

Board staff met with staff from CSU Bakersfield, KHSD’s Bakersfield Adult School, Bakersfield and Taft Colleges, and KCSOS regarding improved access to credentials. One of the colleges suggested encouraging local employers to increase use of WorkKeys as an assessment tool for their specific occupations. Another suggestion was to provide additional cross training to staff in order to better understand how more students, not just those enrolled in target industry

clusters, might be assisted by the AJC system including access to supportive services. Suggestion also included for staff to assist individuals that need out-of-state, out-of-country credentials evaluated to meet the credential requirements of California.

The WDB has also partnered with the Kern County Public Library. The Kern County Library provides the public free Wi-Fi and public access computers, with low-cost printing, copying, and scanning available. Residents with personal, professional, or educational needs may visit any KCL branch for in-person services such as technology assistance, English and citizenship classes, one-on-one computer help, job recruitments and fairs, as well as to access free online databases for test prep and business learning. Library visitors may also utilize library computers to search for jobs, submit job applications, and seek assistance with library personnel during workforce appointments. Beale Memorial Library also provides tutors in math and reading through scheduled appointments and in conjunction with their Snacks in the Stacks program which provides free meals to children 18 and under. Utilizing partners such as the library supports student and adult learners by strengthening Kern County networks that ensure better retention and completion of beneficial credentials. to provide a literacy/digital literacy lab at the main branch, Beale Library. Students needing to improve their keyboarding and computer skills may make appointments for one-on-one tutoring to learn how to navigate the World Wide Web as well as the Windows Software programs. Beale Library also provides tutors in Math and reading through scheduled appointments; have access to practice tests on a variety of subjects; and non-traditional hours of operations to afford more public use and support the adult learner. Utilizing partners to strengthen the support networks for students and adult learners will help with retention to ensure forward progression of credentials.

The KIM WDB has been working with local non-profits and other service providers to implement the Unite US digital platform. Unite US is a coordinated care network, that will allow partners to track outcomes together, identify service gaps and at-risk populations, and most importantly, empower members of our community to take ownership of their own financial and physical health. Unite US will also be used as a referral system to refer customers to partner services to benefit the community.

Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. KIM coordinates with One Stop partners and other community-based organizations to provide services not afforded by KIM. In the interest of improving customer service, the coordinator will serve as a point of contact for the customer and be responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. KIM also maintains a resource directory of services available through other agencies and community-based organizations. The directory

provides contact information for organizations providing transportation, utility assistance, legal services, childcare services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises.

Two examples of coordination with partners are:

Supportive services are used for eligible customers to take the bilingual exam at Bakersfield College. Attainment of this recognized certificate qualifies them for many job opportunities with private employers and public organizations.

Community Connection for Child Care provides subsidized childcare services to families meeting eligibility criteria. Families in need can either place their child(ren) in licensed day care programs or may have a family member compensated while caring for their child(ren). This is a much-needed service to individuals entering the workforce. KIM leverages funds by making direct referrals for services without utilizing WIOA supportive services dollars.

E. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, materials for individuals with disabilities, as outlined in Nondiscrimination and Equal Opportunity Procedures (WSD17-01).

KIM WDB has universal workstations located at all of its comprehensive, affiliate and specialized one-stop Centers. These universally accessible workstations are available to any person with a disability including those with mobility, hearing and visual barriers. The workstations are typically placed in the Resource Room where a staff member is located. This allows for easy access to the workstation and staff is readily available for assistance. The universally accessible computer has Windows-based software with assistive technology including:

- *Screen Magnifier*: Magnifies the computer screen up to a maximum of 1500%
- *Narrator*: Requires the use of headphones and has the ability to read a selection of words or paragraphs
- *Speech Recognition*: Uses an external microphone for speech-to-text. The built-in MS Windows software works in all applications including the MS Office Suite, Google Chrome and Internet Explorer
- *Flatbed Scanner*: Compatible peripheral device connected to the workstation with the capability to scan both text and image documents to various file types

including PDF, JPEG, TIFF via push button on the scanner and/or an on-screen guide

KIM WDB is aware of the difficulties individuals with disabilities encounter when accessing One-Stop services and is committed to ensuring individuals with disabilities have physical and programmatic access to the One-Stop system and services. The DOR administers California's Vocational Rehabilitation (VR) program and is represented on KIM WDB. KIM One-Stops promote universal access in order to achieve full compliance with state and federal laws and to increase employment of individuals with disabilities. KIM WDB's staff are provided annual training to improve and coordinate agency services to customers with disabilities. KIM One-Stop facilities are compliant with the Americans with Disabilities Act and offer TTY, Braille materials and other adaptive equipment as requested. One-Stops are located near major bus transportation routes which allow for easy access. Most One-Stop Resource Rooms contain Universal Access Workstations (UAW) which are available to any person with a disability including those with mobility, hearing and visual barriers. KIM complies with all State issued policy guidance with regard to access for individuals with disabilities. Kern County also contracts with an American Sign Language (ASL) interpreter service. Spanish bi-lingual staff can translate documents as needed, while other languages are available when requested.

III. STATE STRATEGIC PARTNER COORDINATION

A. *How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access CalFresh Employment and Training services.*

The Kern, Inyo and Mono Workforce Development Board (KIM WDB), by and through its administrative and fiscal agent, Kern County Employers' Training Resource (ETR) have partnered with Kern County Department of Human Services (DHS) to identify ways to increase communication and reduce barriers with shared customers. In addition, ETR will continue to work with community-based organizations (CBOs), service providers, community colleges, and representatives of DHS to increase employment rates and wage gains for all individuals who receive CalFresh with the common goal to help low skilled, low income or low wage individuals find sustainable employment.

ETR will partner with CBOs, service provides, community colleges and DHS with an emphasis on sharing information through access to their respective programs, and braiding resources and blending services at each of their locations; which includes physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials and establishing a process for reciprocal referrals to appropriate services offered through the partnering agency.

Based on the COVID-19 pandemic, CDSS under the authority of the Food and Nutrition Service (FNS) issued the following temporary waivers for CalFresh and will continue as additional approval is provided by FNS.

- *Application and Recertification Interview waiver through 12/31/22 (if criteria is met, no interview is required).*
- *Application Signature Waiver through 12/31/22 (allows telephonic signature for worker to sign on behalf of customer).*
- *Temporary changes to the Student Eligibility Rule for students who are eligible to federal work study or who have an Expected Family Contribution (EFC) of \$0 as determined by the California Student Aid Commission (CSAC).*
- *CalFresh Emergency Allotments (provided additional food benefits to CalFresh recipients).*
- *Pandemic EBT (provided additional food benefits for young children and school aged children).*

Kern County Department of Human Services (DHS) CalFresh Participant Demographics (09/2022)	
Cases	85,546
Individuals Participating	179,829
Elderly (Age +60)	17,881
Under Age 18	77,881
English Second Language (ESL)	31,711
Estimated CF Employment and Training Participants	401

Workforce services must be developed to improve employment rates and wage gains for all individuals who receive public benefits and create a service delivery flow which is seamless between DHS and its CalFresh E&T partners. These unemployed or underemployed individual's workforce services should: (i) increase job placements, retention and able to increase wages to "a living wage"; (ii) increase CalFresh E&T participation across a dynamic mix of people, communities and cultures; (iii) increase employability by removing barriers to employment; (iv) increase skills to attainment and credentialing; and (v) braid funding streams to maximize budgets. Examples of these services include, but are not limited to: On-the-job training; Work experience (including paid apprenticeships); Educational programs (including ESL Classes); Job Search skills; Job Club; Vocational training; Career/technical programs; Job retention for up to 90-days post-employment; and Providing supportive services that directly help participants succeed in E&T components. Making these E&T services accessible to these targeted individuals will assist them in eventually getting a "good job", which will provide them "a wage sufficient to support a family adequately, and, over time to save for emergency expenses".

CalFresh E&T focuses on serving a population that traditionally have not had their workforce needs met by other federal workforce programs: low-income individuals with significant barriers to success. Many CalFresh (public assistance) participants need more education and training to succeed in advancing to middle-skill jobs compared to other job seekers. For example, a majority of Kern County CalFresh households include an adult caretaker without a high school diploma. The barriers these individuals face may include a lack of knowledge about training program options, lack of child care or transportation, low basic skills (literacy/numeracy), basic English language proficiency, homelessness or housing instability, psychological issues and/or criminal backgrounds. DHS now has the flexibility to conduct application phone interviews in lieu of required in-person interviews and ETR provides services for the E&T Program both virtually or in person

The current E&T resources available to CalFresh individuals by DHS include:

- Job Search Assistance – access to the ‘Jobs First Rooms’ which are located in all DHS offices. The Jobs First room allows these individuals to utilize the room’s computers and telephones to search and apply for jobs, complete a resume, get job opening alerts, and provides staff who are available to answer general questions regarding employment or available training.
- Job Readiness Workshop – consist of training on how to search for jobs, job interview skills, guidance on completing job applications, instructor lead training on job retention skills and techniques and how to dress for interviews.
- Transportation Funds – participants of the Employment and Training program are provided with funds to purchase bus passes to be able to travel to the designated areas required to complete training workshops or seek employment, and attend interviews.
- Job Fest (Fairs) – DHS organizes and hosts several job fairs throughout Kern County (Bakersfield, Lake Isabella, Taft, Ridgecrest, Shafter, Mojave, Lamont and Delano, and Wasco). Over a hundred potential employers from the private and public sector participate and at times, may interview and hire on-site.

DHS also collaborates and provides referrals to several community agency partners to assist with CalFresh participant’s barriers, some partners include:

- America’s Job Centers – employment and training services.
- Child Support Department – custodial and non-custodial parent referrals to obtain assistance with information on their child support payments being received or required to pay.
- Community Connection for Childcare- subsidized and unsubsidized childcare referrals for individuals in need of child care.
- Housing Authority – assistance with housing for low-income individuals.

- Veteran's Department – assistance in seeking VA benefits that individuals or their dependents might be entitled to receive.
- Community Action Partnership of Kern- assistance with paying housing costs and income tax preparations (Federal and State EIC).
- Kern Behavioral Health – assistance with mental health services.

There are also several opportunities that can be developed to assist these targeted individuals with the outlined barriers above by leveraging the CalFresh Employment and Training 50/50 federal funding and partnering with third parties to deliver and provide the resources and services needed to achieve the goal of obtaining a “good job”.

DHS partners with several agencies to assist individuals with overcoming barriers to employment. In the upcoming year, DHS will reach out to CBOs to potentially expand the E&T program and utilize the 50% federal reimbursement.

Partner information sharing is accomplished by providing access to their respective programs, service locations; which includes physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials and establishing a process for reciprocal referrals to appropriate services offered through the partnering agency.

With the common goal to help low skilled, low income or low wage individuals find sustainable employment, DHS could seek third-party partners (AJCCs, Community and Technical Colleges, and/or CBOs) to deliver Employment and Training (E&T) services, including partners who can assist with removing employment barriers.

The goal is to coordinate services in which braiding of funds can be utilized to pay for E&T services and achieve a blending of services (combine and eliminate duplicate services to the same population) to provide these individuals with a customized plan that meets their needs. The braiding of resources to achieve the coordination of service delivery could be achieved by leveraging the CalFresh E&T's 100% Federal and 50/50 matching funds, WIOA (Adult Low Income and Dislocated Worker) funds and Non-federal matching funds such as, AB 109 and County general funds. The operating costs to provide these services would be shared upon the partners under a Memorandum of Understanding agreement. The E&T partners would enter into a referral agreement which could be a reciprocal referral procedure that would do the following: (i) Individuals seeking employment or training resources at AJCCs, Community Based Organizations(CBOs), Community Colleges, or Educational institutions could be referred to DHS to apply for CalFresh and be approved; DHS would refer these individual to E&T partners which would then enroll the individuals in the necessary services; or (ii) Individuals receiving CalFresh could be referred by DHS to partners which could then enroll the individual in the necessary services.

DHS currently partner with several agencies to assist these individuals with overcoming their barriers to employment. Some partners and blending of services

include: (i) America's Job Centers – employment and training services; (ii) Child Support Department – custodial and non-custodial parent referrals to obtain assistance with information on their child support payments being received or required to pay; (iii) Community Connection for Childcare - subsidized and unsubsidized child care referrals for individuals in need of child care; (iv) Housing Authority – assistance with housing for low-income individuals; (v) Veteran's Department – assistance in seeking VA benefits that individuals or their dependents might be entitled to receive; (vi) Community Action Partnership of Kern - assistance with paying housing costs and income tax preparations (Federal and State EIC); and (viii) Kern Behavioral Health – assistance with mental health services.

When seeking partners to braid resources and blend services or collaborating with CBOs, the following objectives would have to be met: (i) Work jointly to identify models of workforce services based on one-stop partnerships that meet the baseline federal expectations and evaluate service delivery to improve outcomes; (ii) Work together to implement WIOA program strategies through a value-added partnership in which partners contribute to the basis of their programmatic expertise. The WIOA strategies would be as follows: subsidized employment, sector strategies, career pathways, and providing supportive services, “earn and learn” training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity; (iii) Provide access to their respective programs, service locations by means to be determined, which may include physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials and establish a process for reciprocal referrals to appropriate services offered through the partnering agency; and (iv) Work to identify & implement best practices & model partnerships that encourage program coordination & alignment meeting federal standards for workforce service delivery models.

The following E&T services that DHS currently makes available to CalFresh individuals are: (i) Job Search Assistance – access to the ‘Jobs First Rooms’ which are located in all DHS offices. The Jobs First room allows individuals to utilize the computers and telephones to search and apply for jobs, complete a resume, get job opening alerts, and provides staff who are available to answer general questions regards to available employment or training; (ii) Job Readiness Workshop – consist of training on how to search for jobs, job interview skills, guidance on completing job applications, instructor lead training on job retention skills and techniques and how to dress for interviews; (iii) Transportation Funds – participants of the Employment and Training program are provided with funds to purchase bus passes to be able to travel to the designated areas required to complete training workshops or seek employment, and attend interviews; (iv) Job Fest (Fairs) – DHS organizes and hosts several job fairs throughout Kern County (Bakersfield, Lake Isabella, Taft, Ridgecrest, Shafter, Mojave, Lamont and Delano, and Wasco). Over a hundred potential employers from the private and public sector participate and may interview and hire on-site with over 2,200 individuals seeking employment attended.

When seeking third-party partners to braid resources and blend services the following objectives would have to be met: (i) Work to identify models of workforce services based on one-stop partnerships that meet the baseline federal expectations and evaluate service delivery to improve outcomes; (ii) Work to implement WIOA program strategies through a value-added partnership in which program partners contribute to the basis of their programmatic expertise. The WIOA strategies would be as follows: subsidized employment, sector strategies, career pathways, and providing supportive services, “earn and learn” training models, including apprenticeships, integrating service delivery and braiding resources, and creating cross-system data capacity; (iii) Provide access to their respective programs, service locations by means to be determined, which may include physical co-location of staff, cross training of staff, virtual access through phones or websites, distribution of printed materials and establish a process for reciprocal referrals to appropriate services offered through the partnering agency; and (iv) Work together to identify and implement best practices and model partnerships that encourage program coordination and alignment to meet federal required standards pertaining to workforce service delivery models.

The following policy objectives of the state plan would need to be met by potential local partners to help provide services to CalFresh participants: (i) Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state’s industry sector needs so as to provide county business and employers with the skilled workforce it needs to compete in the state’s economy; (ii) Enabling upward mobility for all Kern County residents, including populations with barriers to employment. Workforce and education programs need to be accessible for all county residents and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security; (iii) Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while providing the right services to clients, based on each client’s particular needs, including individuals with disabilities; and (iv) Serving Individuals with Barriers to Employment. This may include remedial education and English language literacy services.

Ultimately, the goal of the E&T partners would be to work together to identify and implement best practices and model partnerships that encourage program coordination and alignment to meet federal required standards pertaining to workforce service delivery models.

E&T partners would ensure that target populations have access to employment services, supportive services, training, and education programming that will help these individuals eventually get a “good job”. This includes developing principles of common programs information, participant information sharing and common reporting through electronic mechanisms, including shared technology.

Partners could have success in retaining these individuals in E&T programs by participating in joint program planning, plan development and modification of activities to accomplish the following: (i) Continuous partnership building; (ii) Continuous

planning in response to state and federal requirements; (iii) Responsiveness to local and economic conditions, including employer needs, and (v) Constantly reviewing the individuals E&T plan to ensure that any barrier is identified and services are available and provided to overcome the barrier.

B. How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents.

The KIM WDB will partner with Kern County Department of Child Support Services (KCDCSS) to identify ways to increase communication and reduce barriers with shared customers. Providing immediate and direct communication with customers at the time of service ensures customers have the necessary information to make educated decisions. Specifically, KCDCSS will provide video-conferencing equipment to be placed in strategic America's Job Center locations to provide face-to-face interviews to discuss their specific child support case, educate the non-custodial parent on what to expect once they are employed, and review their case to ensure the order accurately reflects their current earning situation.

As of September 2022, KCDCSS manages 50,432 open cases. Most families receiving services are living in poverty or are income instable. Of the total caseload, 25.6% families are currently receiving or have received (58.9%) TANF benefits through the Department of Human Services. For these families, child support is a critical safety-net as consistent reliable child support payments help provide for the basic needs of the children in their care. Parents in these cases can have multiple cases and, depending on the situation, the person may be a custodial parent in one case and a noncustodial parent in another. Noncustodial parents in these cases can live throughout the state of California and nation, and in some cases internationally. Of the total number of open cases, 8,959 noncustodial parents have some form of incarceration history. 86.0% of noncustodial parents are male, while 14.0% are identified as female. 51.25% of noncustodial parents are identified as Hispanic, 28.85% are White, and 16.96% are Black. Of the cities within the County of Kern, Bakersfield has the largest number noncustodial parents with a total of 23,193 people. The four other top Kern County cities include: Delano, Ridgecrest, Shafter, and Wasco with an average of 872 noncustodial participants in each location. Noncustodial parents make up 44% of the parents who live in Kern County. Additional data on noncustodial parents, such as unemployment figures, has been requested and is pending from the California Department of Child Support Services.

Parents face a wide variety of challenges in meeting their parental responsibilities. Some of these challenges can be attributed to two different reasons. This first of which is reliable, consistent employment. Many parents struggle in finding full-time employment at a sustainable living wage. Formerly incarcerated and low skilled workers face greater challenges in securing full-time work as they are competing with higher skilled and more educated people entering the job market. Often, they rely on seasonal or part-time work without benefits to just sustain themselves, with nothing left for their children. To be successful, parents need help with increasing their

marketable skill sets making them more attractive to potential employers. Additionally, parents need available reliable jobs where they could earn livable incomes. Even if the person has the skills needed by employers and there are available job opportunities, access to available employment becomes the second area of difficulty. If the parent has additional challenges such as being an English language learner or not having reliable transportation, these challenges are exponentially more difficult to overcome. As Kern County geographically spans over large distances, parents may live a considerable distance away from available employers making reliable transportation a necessity. The second challenge is private transportation costs, including purchasing of a vehicle, gas, and vehicle maintenance. All of these expenses can be detrimental for those living in both the larger cities as well as in neighboring towns. Public transportation is limited, can be difficult to use or access, and may not fit the family needs relating to childcare. For these parents to succeed in the labor market, they need assistance with overcoming these barriers.

Job preparation and training are critical for non-custodial parents to obtain meaningful and sustainable employment. Custodial Parents need to be able to depend on consistent monthly child support payments to successfully manage their budget. Non-Custodial Parents need to be prepared for the workforce which will provide them with enough wages to support themselves as well as their children

KCDCSS currently works with all parents by proactively reaching out throughout the establishment and enforcement of their child support order. During these interactions, parents are educated about the child support process and the specific impacts to their case. Throughout the life of the case and as personal situations change, court ordered child support amounts are reviewed and modified to reflect current circumstances. Staff are also educated about other available community resources and actively share this information with customers when appropriate. To serve customers efficiently, KCDCSS Representatives are able to handle most customer needs by phone, including making payments. For those who would prefer to speak to someone in person, there are two offices available for customers to access a case manager directly. The Bakersfield office serves as the main office location. The Ridgecrest branch office provides services in the East Kern area. To provide services at a time and place that works best for them, customers have 24/7 access to review their accounts, make and receive payments, review child support resources, and submit questions to their case manager through a free mobile app for Android and Apple devices and Customer Connect Website on their personal computer. KCDCSS is committed to providing services for non-English speaking customers. The department created a dedicated caseload for customers whose primary language or language of preference is Spanish. Staff assigned to this team are proficient in both English and Spanish, so customers can talk directly with a child support professional in their own language. For additional languages, KCDCSS utilizes language interpretation services and most forms are available in a variety of languages.

KCDCSS also attempts to minimize any challenges customers with disabilities may face in accessing or utilizing services. Most, if not all, services provided by the KCDCSS can be handled telephonically or through the mail minimizing the need for

customers to come into the office. For those who need additional assistance, customers can authorize someone they trust to receive information and act on their behalf. Unfortunately, the State Department of Child Support Services has not approved the use of text messaging as a means of communicating with customers. Another challenge for KDCSS's customers accessing services is that some people have apprehension, fear and distrust of government which creates a barrier that prevents people from seeking services, disclosing information, and overall cooperation.

One communication tool that can be utilized more is email. While email is available to customers to initiate a question or discussion with a Child Support professional, it is not frequently used to by Child Support staff to initiate a conversation with customers. This option will be explored more to provide an additional way to communicate with customers.

KDCSS is also relocating the main Bakersfield office to a new building. As a stand-alone building in which KDCSS is the only tenant, the department is working to create an environment more comfortable and inviting to customers. This move allows the department to re-brand themselves to their customers, further enhancing their image and reducing customer fear and apprehension of accessing services. Additionally, for those traveling by bus, there is a more convenient bus access with a bus stop steps from the property. For those traveling by motor vehicle, the building is easily accessible from the freeway and there is plenty of convenient customer parking.

Program partners can reduce some challenges faced by parents through gaining greater understanding of services each partner provides and increasing accessibility to each other's services. Staff at all levels should be knowledgeable of the available resources in their community to assist customers. In addition, staff must be able to identify barriers each customer is facing and refer him/her to the appropriate agency with the subject matter expertise to assist in eliminating that barrier. Program partners must work together to streamline processes for customers needing services who already have so many other challenges to overcome.

When noncustodial parents fail to make consistent monthly child support payments, they are subject to a variety of enforcement tactics which are designed to encourage payment. One of these enforcement measures is suspensions of driver and/or professional license(s). As employers often require an active California driver's license at the time of hire and an active professional license is required for a variety of positions, a suspended driver's license or professional license may prevent someone securing employment. To assist with securing employment and job retention, KDCSS works with noncustodial parents to release licenses to allow them to work upon the promise of employment by the employer. KDCSS also works with a variety of community partners to reduce barriers to support noncustodial parent job retention, by assisting:

- Incarcerated noncustodial parents through a partnership with the Kern County Sheriff- Lerdo Detention Facility to educate incarcerated parents

about the child support process while they are incarcerated and what they can expect once released. Case Managers ensure child support amounts are accurate based on their current circumstances and build relationships with the parents that will continue post-incarceration. Specifically, this partnership includes an on-site video-conferencing kiosk which allows the inmate to have a direct face-to-face discussion with a Child Support Case Manager during regular business hours Monday through Friday and answer any questions they have about their case directly. To provide additional education and support, weekly in-person presentations are also provided to inmates to learn more about child support. Case Managers are available at that time to talk with inmates about their specific circumstances and immediately handle any actions needed in their case.

- Customers with transportation issues by providing services at a time and place most convenient for customers. Case Managers provide direct services to customers throughout the county through various partnerships. Staff bring computers and printers to event, so they are able to access the person's information, update case information, print documents, and take any necessary action immediately. KDCDCSS has partnered with: (i) Family Resource Centers in Delano, Shafter and Lamont; (ii) Kern County Veterans Stand Down for veterans; (iii) Kern County Homeless Collaborative for homelessness at their events; and (iv) City of Bakersfield's Safe Streets Partnership-Gang Call-In for parents who are at risk of gang violence.
- For customers visiting the Department of Human Services, KDCDCSS has placed an informational kiosk in the lobby. Through this kiosk, customers are able to easily access a variety of information and resources, including job search sites, such as Indeed and CalJobs.
- For customers in domestic violence crisis, KDCDCSS has a video-conferencing kiosk stationed at the Family Justice Center to provide face-to-face services to parents interested in learning more about the child support program and the service provided. KDCDCSS has also partnered with and provides referrals to the Kern County Family Law Facilitator to assist customers with other legal matters outside of child support. In addition to the referral system, throughout the year, the Kern County Family Law Facilitator will also co-locate staff in the KDCDCSS lobby to help customers directly with any legal matters they need assistance with relating to child support.
- KDCDCSS has an area in the lobby available to customers for job searching and community resources. The "Kids Count Resource Room" provides a variety of resources, including public computer access and employer hiring information free of charge. Community members can access hiring websites, gain knowledge of those who are hiring, and submit applications. Staff are

knowledgeable about community resources and able to assist customers with additional needs.

- Each month community partners are invited to present and share information about their programs and services to staff. This information is then actively shared with customers as needs arise.

As a comprehensive provision of services to noncustodial parents, KDCSS is able to release driver and professional licenses of those participating in the program thereby reducing barriers to employment and improving outcomes. Workforce services eligibility criteria may impact the ability to provide services to the Child Support Program population if it excludes those most difficult to serve. The families in the child support program need consistent monthly child support payments for their long-term success. Noncustodial parents who have persistent long-term challenges may not be successful in completing programs initially. They may need additional support and resources before successfully entering the workforce. Additionally, as custodial parents are often unemployed or under-employed, they may also benefit from workforce services.

Overwhelming challenges in the job market have led to apathy by some noncustodial parents. Unable to fully support themselves, parents are frequently not able to provide additional support to their children. They often want to support their children, but are frustrated with the lack of employment opportunities and disappointed with the on-again, off-again nature of the work they are able to find. Another obstacle in providing services to the custodial parent population is the mandatory obligation of child support. As a result of the noncustodial parent not applying for child support services, there is often resistance to comply or cooperate with KDCSS. Noncustodial parents may be unwilling or unable to pay causing the family to apply for TANF benefits. Along with noncustodial parents, custodial parents also struggle with consistent employment. In addition to the previously identified barriers they share with noncustodial parents, such as inconsistent work and transportation issues, custodial parents have additional challenges. Unreliable, limited, and expensive childcare often prevents custodial parents from obtaining sustainable employment. Addressing these concerns for the custodial parent would also help to secure financial independence from government assistance for the family. Custodial parents could benefit from the workforce services collaborative approach.

KDCSS is currently exploring the use of mandated work searches for those noncustodial parents who are not complying with their court ordered child support obligation and do not have verified employment. Another tool which could be explored is the use of technology to provide on-demand services outside of normal business hours.

One obstacle to meaningfully engaging local partnerships is the strict confidentiality rules within the Department of Child Support Services. These rules are mandated by the state and federal government and strictly prohibit sharing of customer information with anyone outside of the program.

KCDCSS will identify qualifying noncustodial parents who are currently not compliant with their court order child support obligation. KCDCSS will then develop and implement a pathway for unemployed noncustodial parents to obtain the resources they need to obtain employment through the following: (i) Devoting specific court calendar resources to an Order to Show Cause (OSC) seek-work calendar; (ii) Ensure unemployed noncustodial parents are directly referred as part of the court process to the America's Job Center of California (AJCC) under guidance of the Court; (iii) Monitor noncustodial parent's compliance with the OSC seek-work process; and (iv) Reevaluate the process on a regular basis with the Court and AJCC to determine and implement any process improvements. In addition, to increase the level of customer-centered service, KCDCSS will work towards installing video-conferencing kiosks at the AJCCs around Kern County. Specifically, these kiosks will be located at the comprehensive One-Stop AJCCs at Southeast AJCC (1600 E. Belle Terrace, Bakersfield) and Delano AJCC (1816 Cecil Avenue, Delano) and the affiliate One-Stop AJCC at Oildale AJCC (1129 Olive Drive, Suite H, Bakersfield). Through this video-conferencing kiosk, customers will have direct access with a child support case manager to discuss case specifics and remove any potential barriers that will prevent the customer from successfully obtaining sustainable employment.

KCDCSS is open to attending and/or hosting collaborative one-stop education events in which multiple partners provide education to child support program participants. These events could educate customers and/or employers on a variety of work-related topics and include information on the child support program and what can be expected. KCDCSS will partner with the AJCC and DHS to expand the services provided in the KCDCSS Kids Count Resource Room and receive consistent job information which can be shared directly with customers.

For disengaged youth between the ages of 18-24, KCDCSS will collaborate with AJCC and implement a referral process for noncustodial parents who are unemployed and/or under-employed during both the establishment and enforcement of their order. For noncustodial parents of all ages with a court ordered seek-work order, KCDCSS will collaborate with AJCC and the Court to ensure noncustodial parents are compliant with court ordered seek-work orders. For those who are non-compliant, KCDCSS will work with the AJCC and the court to determine next actions for success. As some customers prefer to work with the department face-to-face, but have challenges in coming to the Bakersfield or Ridgecrest offices, KCDCSS will continue to expand direct services to other locations throughout Kern County. The department is currently preparing for an upcoming direct services event in Taft. KCDCSS will also partner with the Department of Human Services to provide shared customers to speak to a Child Support Case Manager through video-conferencing equipment. This will allow for customers to interact face-to-face with a Case Manager who can answer their questions, gather necessary information, and take immediate actions for that family. KCDCSS will continue to partner with the local court and Kern County Family Law Facilitator by increasing the number of located outreach events to shared customers provided each year. These events will provide opportunities for customers to be

served by both KDCCSS and Family Law Facilitator at a central location for child support, custody, and/or visitation issues. KDCCSS can create a Child Support Services Orientation Video which could be provided to local partners, including the AJCC and Department of Human Services, so the information can be shared during customer trainings and orientations to learn more about the services provided and who to contact if they have any questions. State child support educational videos will also be shared with local partners, including the DHS, to show in their lobby and anywhere else to educate customers. Partners will also cross-share information and educate customers about the various services available to them by sharing information and links on their Facebook, Twitter, website, and other social media accounts. KDCCSS is also willing to work with additional workforce partners to ensure information provided through the kiosks located throughout the community provide useful information to customers about the various resources available to them.

KDCCSS supports the KIM WDB by working with CBOs to provide training and offering services. KDCCSS partners with the DHS, Kern County High School District, and California State University Bakersfield to support interns who need practical experience to develop marketable skills and bridge them successfully into the workforce. While at the department, interns assist with various functions throughout the office. Depending on the employment field they are hoping to enter, interns practice and develop various skills such as clerical, marketing, customer service, paralegal, and graphic design. Through this partnership, interns have successfully moved on to permanent positions within the department and with other public and private employers.

KDCCSS will track noncustodial parents in the OSC seek-work order progress and results, including but not limited to employment success and payment compliance.

In addition to providing customers with voluntary referrals and education of the workforce development and education training programs, KCDSS will use the OSC seek-work order progress as an incentive to increase marketable skills employers need and secure employment. KDCCSS will also continue to use license suspensions and releases to encourage participation in ETR's workforce programs and as an incentive to obtain meaningful employment.

C. How the Local Board will coordinate with Local Partnership Agreement partners, establish in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.

Kern High School District, Kern Regional Center, ETR and Department of Rehabilitation (DOR) met and collaborated to prepare collective plans to assist individuals with Intellectual Disability and Developmental Disabilities in achieving CIE. The Local Plan Agreement (LPA) was established to identify the ways in which Kern, Inyo and Mono Counties will work together in achieving this goal.

Educational agencies, DOR Branches, Kern Regional Center and AJCCs located in Kern, Inyo and Mono Counties are collaborating by developing Local Partnership Agreements (LPAs). LPA's create frameworks that transcend changes to personnel, funding, and political climates. They are critical in efforts to change the ways mutual consumers of the core partners (LEAs, DOR, AJCC and Kern Regional Center) are served, to better utilize resources, and to produce improved employment outcomes. By taking the time to develop a plan for working together, partners create a shared vision of what's possible. During the past few years, the partners have been collaborating to have LPAs developed between DOR districts, regional centers, and 270 LEAs. Kern High School District has been convening quarterly LPA meetings.

As part of this process, AJCC Staff have been trained in the following areas: (1) Windmills Training (Disability Awareness and Etiquette Training); (2) Working with Individuals with Hidden Disabilities, Including Mental Health Disabilities; and (3) Consumer Self-Disclosure and Related Barriers, How to Address. In addition, DOR assisted ETR by identifying the assistive technology needed for each comprehensive, affiliated and specialized AJCC site located in Kern, Inyo and Mono Counties.

AJCC staff have been working closely with DOR staff and community partners to expand the pathways to employment in supporting individuals with ID/DD in achieving CIE.

DOR has been working with AJCC and other Partners to streamline service delivery, engage the community and increase CIE opportunities for individuals with ID/DD.

DOR has developed a plan with its community partners for recruitment, referral, and employer engagement strategies and it is too early in the process to adequately describe the plan. DOR will continue to work with community partners to provide student services as well as Vocational Rehabilitation services to the local population identified as individuals with disabilities. DOR will continue to pursue new local community partner that are linked to serving this population. DOR will continue this by sharing resources with community partners while working with them to streamline processes needed to service the population. DOR also works to provide information to individuals with disabilities to help them participate based on their needs, interests, and the choices available. DOR is part of an active Local Partnership Agreement which offers five types of DOR Student Services available to PE students: Job Exploration, Work-Based Learning Experiences, Postsecondary Enrollment Counseling, Workplace Readiness Training, and Instruction in Self Advocacy. The DOR Student Services team will engage the student in identifying needed services and exercising informed choice. The student services and activities in which the student expect to participate in will be documented in the DR 205 – Student Services Plan. The Plan also includes chosen providers and estimated start dates. DOR staff will coordinate with the student and the LEA to provide Student Services directly or through a collaborative contract. The student is responsible for providing information requested by DOR, notifying DOR if they change schools or no longer enrolled in school and fully participate in Student Services meeting and activities. In addition,

DOR staff will work on an Individualized Plan for Employment (IPE) in collaboration with the consumer, the Department of Rehabilitation (DOR) Counselor, and other stakeholders to assist in development of the employment goal when the client has: applied for services, completed the assessment process, found eligible for services, and are placed in a disability priority category being served.

D. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign-born, and/or refugees.

The Kern County Adult Ed Programs Consortium (Kern AEP), a KIM WDB Partner is braiding resources and coordinating service delivery with the KIM WDB. The Kern AEP is serving English learners, the foreign born, and refugees who are in need of adult education services: High School Diploma, English as a Second Language, Older Adults, Re-entry to Work, Adults assisting elementary and secondary school children, Adults with Disabilities, short-term Career and Technical Education, and Pre-Apprenticeships. The Kern AEP is working together on building a referral system between adult education, community college, and KIM WDB to track student progress. The Kern AEP provides needed adult education services to support students' progression toward livable wage jobs and careers in regional sector pathways. The Kern AEP has adopted many of the following retention strategies at Kern AEP members' locations: child care, transportation, tutors, career and college counselors, post-secondary transition specialists, and other individualized supports.

Kern AEP consortium members continue to work with KIM WDB' stakeholders by providing services and employment plans to the extent that this information is provided by the client/student at the time of enrollment in adult education program services. The client/student may provide the KIM WDB or stakeholders with Kern AEP enrollment information.

Kern AEP responded to the COVID pandemic by purchasing 500 chromebooks and MiFi cellular internet units to lend to English language learners and foreign-borne students to allow them to use the 1,000 seats that were also purchased at Burlington English, an online English Language Software for students to learn and/or improve their English language skills. In addition, KernAEP allowed students to take remote pre and post testing with the CASAS standardized testing to determine students' scores.

In 2022, Kern AEP continued to adjust to the post pandemic by purchasing an additional 1,200 Burlington Seats for students to use. In addition, Kern AEP increased distance education options at all of its sites in addition to in-person instruction. Kern AEP which is part of Kern Community College District was awarded the full Perkins Reserve Innovation Grant fund, without conditions in the sum of \$300,000 which was used to purchase Career Choices and Changes Curriculum. This grant allowed Kern AEP to create career pathways for students who are English language learners, foreign-born, and add virtual reality components its courses.

In late 2022 and early 2023, Kern AEP is instituting more programs to assist individuals who are English language learners, including, but not limited to, developing more career pathways to college; Smart classes at remote sites where students can interact with instructor at a different site (smart classes, smart cameras, interactive technology for two classrooms to interact with each other; offer self-paced options for students, permit Dual Enrollment opportunities for students to get high school credits and college credits at the same time; and help international students evaluate their international degrees with World Education Services (WES) for purposes of finding what additional courses may be needed to complete their degrees in the United States to find meaningful employment in the field of their studies. Additionally, the Local WDB, KERN AEP and other Community Based Organizations have begun discussions on developing pre-apprenticeship programs for the KIM farmworker population. The idea is to develop a pre-apprenticeship initiative that will offer Language Learning, Child Care, and Job Training skills at one site with the overarching goal of helping this population join the ranks of Governor Newsome's goal of having 500,000 apprentices in California by 2029.

IV. WIOA TITLE I COORDINATION

A. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital and distance learning.

The KIM WDB explores opportunities in providing frontline staff ways to expand their proficiency in digital and distance learning. CCWC is working on adding LinkedIn Learning to staff to train on digital and distance learning topics.

The Workforce Services Branch Statewide Training Unit provides staff ongoing CalJOBS training webinars. Staff receives both the CalJOBS Individual Management Series and the CalJOBS Employer Services Series on such topics WIOA Program Enrollment, Case Management Tools, Helpful Case Management Reports, Performance for Case Management, CalJOBS Reporting Process, Six Indicators of Performance, Creating and Managing Job Orders, and Recruiting Candidates.

Staff attended and participated in virtual conferences for designated WIOA formula and NFJP grants, such as the Youth Symposium for EPIC Staff in 2021 and 2022 and the Association of Farmworker Opportunity Programs (AFOP) National Virtual Conference 2022.

Workforce 180 Online Trainings and Certifications is an effective multimedia platform tool for our case managers and job developers as the courses are online, self-directed, self-paced, and exam-driven for certifications. Courses completed and certifications received by staff are Business Services, Case Management, and Re-entry Services.

EconoVue and Jobs EQ are utilized by Administrative Analysts, Management, Lead Staff, and the Rapid Response/Layoff Aversion team as they are provided current real time workforce labor market data and economic analytics at a glance such as demographics, occupations, wages, certifications, etc.

CareerHub.US.com's Virtual Service model permits staff to communicate effectively and efficiently as staff are able to text information to their clients' mobile devices. This allows staff to provide job seekers in targeted populations with assistance through the use of innovative service delivery methods. Staff has been able to provide technical assistance, coaching, virtual trainings, send reminders, and make referrals to on-line and shared community resources, job fairs, and other employment opportunities via text, email, and voicemail to the clients' smartphones regardless of their geographic location.

Ninjas Dojo are security and awareness trainings sent out to all staff by Kern County's Information Technology Services to keep staff's computers and devices safe from cyber-attacks. With a partnership with CSUB and Small Business Development Center (SBDDC), webinars are provided for Job Developers for their knowledge and for them to invite the employers they work with on funding resources available to assist their employers from small business loans to grant funds for businesses, disaster relief loans, business leasing and purchasing options, creating value added services and products.

DocuSign is a new solution frontline staff are using for electronic signatures from clients, employers, supervisors, and management used for On-the-Job Training contracts and supportive services. Staff learn how to send, approve, and track documents in DocuSign.

Other digital and distance learning are provided through CWA's virtual seminars to train staff on a variety of topics including how to utilize technology to connect with customers remotely.

B. Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.

To ensure continuous cultural competencies, staff use Target Solutions, a web-based learning management system that captures all of staff's completed trainings. On this online platform, staff received Diversity, Equity, and Inclusion Skills for Employees training in March of 2022. Good Jobs with Equity: The Future Workforce was another training hosted by Bakersfield College in May 2022. Of recent, staff attended CWA's webinar on The Long Herd Path to Employment. Staff attended three trainings on Trauma in 2022: Trauma Informed System Change for Management which was held for two days in 2 sessions, Trauma Informed Care for Community Serving Professionals given to staff for 4 days, and Trauma! The Most Powerful Hidden Barrier to Employment

C. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in Rapid Response and Layoff Aversion Activities (WSD16-04).

The KIM WDB will take a coordinated approach with One Stop partners and relevant stakeholders to conduct Rapid Response activities in the local area for the purpose of effective delivery of services in matters of business closures, downsizing or for layoff aversion. Under WIOA, the State has interpreted “layoff aversion as an integral component of Rapid Response policy” (EDD Directive WSD 16-04, July 22, 2016). Therefore, it anticipates that KIM WDB will incorporate the two.

The purpose of Rapid Response is to assist workers to “quickly re-enter the workforce” (Title 20 CFR 682.220, 4. Subpart C-Rapid Response Activities) or to “prevent layoffs all together” (EDD Directive WSD 16-04, p.3). The intent of Layoff Aversion is to “prevent or minimize the duration of unemployment” (Title 20 CFR 682.320). The Board will address these areas proactively by working closely in business-to-business relationships; and getting to know industry trends and concerns. The Board will also identify businesses deemed at-risk by gaining knowledge through one-on-one business engagement and shared knowledge with partners such as Kern Economic Development Corporation and Small Business Development Center. In addition, the board will use EDD’s Labor Market information, and EconoVue, a Dunn & Bradstreet and commercial database that provides predictive indicators of potential for downturn in economic activity. Rapid Response services will also continue to utilize JOBS EQ, a Chmura Labor Market Software that is utilized to review RTI (Real Time Intelligence). JOBS EQ will be used to generate a 5-year report to forecast downward trends in occupations, these reports will help anticipate industries who may face closure or layoffs for more efficient services. The knowledge will be used to strategize with businesses in order to mitigate or eliminate the loss of jobs. Strategies will include industry-related and incumbent worker training, targeting of Career Pathways, coordination with Apprenticeship Standards, and Work Sharing.

The Board will still use WARN notices, media, and word of mouth for notification of layoffs. Upon notification, the Rapid Response Team, comprised of EDD and Board staff, will conduct outreach to the businesses and offer to provide onsite or offsite Rapid Response workshops to affected individuals. Outreach to the community will be implemented by focusing on a higher community presence to educate the public about Rapid Response Services. Outreach will be conducted through the attendance of business associated events in Kern, Inyo and Mono Counties. In the spirit of the law, “Rapid Response will be available regardless of the number of affected workers” (CFR 682.300). The workshops will address Unemployment Insurance Benefits, Trade Readjustment Assistance, WIOA training/ job services, CalWORKS, CalFresh,, Medi-CAL,, Covered California, Child Support Services, and Keep Your Home California. In cases where Layoff Aversion and Rapid Response will have a regional impact, the KIM WDB will coordinate with regional Boards to serve those impacted. The board will continue to be actively involved with Central Valley Industry Engagement Roundtable (CVIER), a collaboration of neighboring WIBs and WDBs to determine best practices and efficient services for regional layoffs impacting KIM WDB and surrounding Kern County areas. The local board will begin to work with the California Department of Corrections and Rehabilitation and the City of Tehachapi in

2023 as prison closures begin. An “all hands on deck” approach will be implemented with partnering agencies to reduce adverse economic impacts to the community.

D. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This is how the Local Board will ensure that priority for adult career and training services will be given to recipients receiving public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WIOA Adult Program Priority Service (WSD15-14).

KIM WDB establishes priority of service status during the intake/eligibility appointment. Staff documents the participant's status as low income, basic skills deficient or a recipient of public assistance. KIM WDB's policy describes in detail the type of documentation to be collected and documented in the participant file. Priority of Service is used for adult participants receiving individualized career services and training services. Veterans will receive priority of services first, when eligibility is met in the adult priority group. KIM WDB's policy explains in detail the order in which participants are to be served, dependent upon their priority of service status.

KIM WDB, guided by Training and Employment Guidance Letters (TEGL) from Department of Labor and Workforce Service Directives (WSD) from the State of California, will continue to stay abreast of changes in policies that affect how priority of services are to be carried out. Further, KIM WDB will update, create and implement policies that are in alignment with federal and state guidelines and will proactively seek innovative ways to address and meet the needs of individuals with the most barriers to employment, as a top priority.

E. A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WIOA Youth Program Requirements (WSD17-07). This includes any strategies regarding how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

Comprehensive, year-round youth workforce development services are provided via a network of six subcontracted youth service providers, who operate a total of four In-School and four Out-of-School programs. Services are provided in Greater Bakersfield, Delano/North Kern, Tehachapi and Southeast Kern, and Taft/West Kern. Youth service providers provide most of the 14 Elements of Service directly, the rest via referral, and are required to provide ETR with partner agency information for any services not offered directly. All are required to offer work experience. Issuance of a complete Request for Proposals for comprehensive In-School and Out-of-School Youth service providers will take place in 2023. During the procurement process, priority may be given to programs serving participants with additional barriers such as foster/emancipated foster youth and youth with disabilities.

In 2022, ETR also contracted with three providers to provide work experience only. In addition to the subcontracted youth service providers, ETR operates the Envision-Plan-Innovate-Connect (EPIC) Program for opportunity youth ages 18-24. This program operates in a stand-alone location in downtown Bakersfield and features services that prepare young adults for jobs, advanced education, and careers.

A variety of experiences are available for participants to gain proficiency with 21st Century skills, including digital technology skills. Examples include Kern High School District Career Resource Department courses in the use of email, Microsoft Word, Excel, PowerPoint, and Microsoft Access; and Bakersfield College non-credit, free-of-cost courses in basic office skills that cover digital literacy topics. Laptops/Computers, hotspots, printers, and other technology assistance are also available as supportive services.

F. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or Governor and the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.

The County of Kern is the fiscal recipient of local WIOA funds on behalf of the KIM WDB. A joint powers agreement between the three counties define their roles. The County has integrated the staff to the WDB into the County's Division of Economic and Workforce Development. KIM WDB may utilize Request for Proposals (RFP), Request for Refunding (RFR), or sole source procurement processes to award subgrants and contracts for WIOA Title I activities. Sole source procurement is allowable when one of the following conditions occurs: the item or service is available only from a single source; a public emergency precludes delay; the awarding agency authorizes the specific non-competitive procurement; or, after a solicitation of a number of sources, competition is determined inadequate. Use of non-competitive procurement for public emergency reasons should be for goods, suppliers, or services that will provide for the agency's immediate need to enable correction or resolve the emergency. For long-term or ongoing needs, one of the competitive procurement methods must be used. The issuance of RFPs are announced through public notice in the local newspaper, the AJCC's website, ETR's website and the County of Kern's website. Separate RFPs may be sent for specific programs or services (for example, Youth Programs) in which case both the format of the RFP itself and the review forms used for that procurement may be specific to that program or service. In addition to publishing the notice in the newspaper, RFP packets are sent to agencies on the WDB's Bidders/Mailing List. A bidder's conference may be held. The KIM WDB conducts competitive procurement for WIOA programs and services at least once every three years.

G. A description of how the AJCC Operator and/or the Career Services Provider roles are fulfilled within the Local Area outlined in Selection of AJCC Operators and Career Services Providers (WSD19-13). This includes the name(s) and role(s) of all entities.

The responsibilities of the AJCC Operator includes: Reporting to the KIM WDB on operations, performance, and continuous improvement recommendations; Implementing policies established by the KIM WDB; Coordinating the service delivery of required AJCC partners and service providers; Ensuring the implementation of mandated partner responsibilities and contributions under the Infrastructure Funding Agreements agreed upon in Memorandums of Understanding; Convening and facilitation of quarterly WIOA partner meetings that focus on systems alignment, process improvement and building value added collaboration amongst system partners; Acting as a liaison between the KIM WDB and the WIOA partners and as such shall be required to submit a written report to the Assistant County Administrative Officer and Director of Kern County Employers' Training Resource identifying the services being provided by the AJCC Operator and any progress and/or developments thereof a minimum of ten (10) business days prior to the Local Board's quarterly Executive Committee meetings and quarterly the KIM WDB's meetings, and to attend said meetings in order to orally present the content contained in each written report; Performing customer satisfaction surveys for all co-located WIOA Partners at each of the comprehensive AJCC one-stop centers, and on a quarterly basis, submit a written report detailing the results of said surveys to the Director of Kern County Employers' Training Resource, a minimum of ten (10) days prior to the KIM WDB's Executive Committee meetings and KIM WDB's meetings, and attend said meetings in order to orally present the content contained in said written report; Any other assigned duties consistent with the WIOA and related regulations, directives, policies procedures and amendments; and Adhering to all applicable federal and state guidance. The role of the Adult and Dislocated Worker Career Services Provider includes the following: Providing basic career services, including, but not limited to, participant intake, orientations, initial assessments, employment services, and referrals to other partners and services; Providing individualized career services, including, but not limited to, comprehensive and specialized assessments, case management, individual employment plans, career planning, and vocational counseling; Managing the daily operations in coordination with local fiscal agents for the lease, utilities, and other property activities in support of AJCC premises; and Managing the hours of operation for all of the comprehensive, affiliate and specialized AJCCs.

V. APPENDICES

The following Items are Included as part of the Two-Year Modification to 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

Attachment 1**COMMUNITY AND STAKEHOLDER ENGAGEMENT**

To facilitate the engagement of the community and stakeholders in planning for the local workforce development delivery system and in the development of the the Two-Year Modification to the Local Plan for PY 2021-24, the Kern, Inyo and Mono Counties Workforce Development Board (KIM WDB) hosted one community and stakeholder forum focused on the following topics:

- How Kern County Department of Human Services and other local partners will coordinate services to individuals who access CalFresh Employment and Training Services.
- How Kern County Child Support Services and other local partners will coordinate services to individuals who are non-custodial parents.
- How local partners will braid resources and coordinate service delivery to English language learners, foreign-born, and/or refugees.

This forum was held via Zoom on November 9, 2022.

The following attendees participated in 1-to-1 discussions with the KIM WDB and related County Departments, and engaged in the local planning process:

<u>Attendees</u>
Aaron Ellis: County Administrative Office Manager - ETR - Client Services Division
Adolph Lopez: Stanislaus
Angela Garcia: ETR
Armin Rashvard, Taft College
Ashley Coyle: ETR
Bonita Steele: KCCD
Brenda Parker: ETR
Candy Cline-Gettman: County Administrative Manager – Employer Services Division - ETR
Carlos Medina: Bakersfield College
Chris Persons: Kern County Superintendent of Schools
Cindy Uetz: Kern County DHS
Darci Blackdearlent: Inyo County
David C. Alanis: EDD
Domenica Trinidad: Bakersfield College
Dyann Barrientos: Garden Pathways
Elizabeth Chavez: Director Kern Co. Child Support Services
Esbeydy Ruvalcaba: EDD

Esteban Gonzales: SER-Jobs for Progress, Inc.
Francie Avita: Mono County Social Services Department
Grant Wong: ETR
Guadalupe Herrera: EDD
Irene Hancock: Stanislaus
Harold Hunter, Kern County DHS
Jeremy McNutt: County of Kern, County Counsel
Jeremy Shumaker, Administrative Services Officer, ETR
Julio Segura: Delano Joint Union High School District
Karine Kanikkeberg: Kern High School District
Laura Schultz: McFarland Unified School District
Leo Bautista: Kern Medical and Board Member of KIM WDB
Leslie Minor: Taft College
Liliana Rivera:
Lita San Pedro: Proteus, Inc.
Lynne Kemmer: Kern County Library
Marleni Maston: Wasco Union High School District
Maria Curiel: DOR
Marsha Manos: ETR
Michael O'Neill: Library Associate with Kern County Library
Michael Saltz: ETR
Nick Hill: Board Member of KIM WDB
Peggy Langels: ETR
Ramona Baca-Watson: ETR
Shalyn Pineda: Kern County Library
Shanda Evett: EDD
Stacey Larsen – Emerson: Tehachapi Unified School District
Stacey Wuertz: KC Child Support Services
Susie Vasquez: Program Support Supervisor, ETR
Tamar Asatryan: Farmworker Institute for Education & Leadership Development
Teresa Hitchcock: Assistant CAO and Director of Employers' Training Resource
Thatcher Weldon: KCCD
Trudy Gerald, KCCD
Tyler Davis: Inyo County Department of Health & Human Services
Valerie Lares: Stanislaus
Valerie Rangel: ETR
Victor Portillo : ETR
Viviana Escamilla: McFarland USD

Total Number of Participants: 56

Attachment 2**Public Comments Received that Disagree with the
Two-Year Modification to 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 Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Workforce Development Area assurances included in this document.

**Kern, Inyo and Mono Counties
Workforce Development Board****Kern County Board of Supervisors**

Signature

Signature

Alissa Reed
Name

Jeff Flores
Name

Chair
Title

Chairman of the Board
Title

03/ /2023
Date

Date

2023 Biennial Modification
2021 - 2024
**REGIONAL
PLAN**

contact: Adolph Lopez, Regional Organizer
email: sjvac@stanworkforce.com
phone: (209) 558-2100

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I.	INTRODUCTION AND OVERVIEW
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With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the San Joaquin Valley and Associated Counties RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which covers June 1, 2021 through June 30, 2025. WIOA requires a Biennial Modification to the Regional Plan. This 2023 version of the Plan serves as the required update and, once approved by state officials, will become the official version of the PY 21-24 Regional Plan from July 1, 2023 through June 30, 2025.

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 were all 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 as a group to share insights, make decisions, and establish priorities for regional coordination. As the designated lead for the RPU, development of the original PY 2021-24 Regional Plan was managed by the Stanislaus County WDB. Preparation of the 2023 Biennial Modification to the PY 21-24 Regional Plan has once again been led by representatives of Stanislaus County and has included significant contributions by all eight local boards.

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 California. With a population quickly approaching nearly 4.3 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 communicates California’s intent 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 everyone who is preparing for a career.

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. Through the joint efforts of the eight WDBs, this collaboration has yielded many benefits.

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 to be an inconsistent economic recovery. The Workforce Development Boards of the Central Valley are committed to this goal.

While circumstances have vastly improved since the development of the original PY 21-24 Regional Plan, the 2023 update reaffirms the region’s commitment to the foregoing principles.

Approach to and Context for Plan Development

To support development of the original PY 21-24 Plan, the region contracted with experienced workforce and economic development subject matter experts 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. One of the consultants that contributed to the original Plan was reengaged to support development of the update.

While this version of the Plan represents the 2023 biennial modification, review of the Plan requires an understanding of the context in which it was initially developed. Therefore, the following information is retained from the original version.

The Pall of the Pandemic: The onset of COVID-19 was not merely a factor in the development of the Plan, it was the core factor. The Pandemic 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 local boards 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 in 2021 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. March of 2020. 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 have seen some of the region’s businesses and workers experience economic recovery more quickly than expected, RPU leadership recognizes that recovery is ongoing.

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 during the development of the original PY 21-24 Regional Plan. 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 the Plan and the direction of regional strategies over the next four years. Questions posed to stakeholders in 2021, 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?

In developing the Plan's Biennial Modification, the region again engaged stakeholders and the community in critical conversations regarding key workforce issues.

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. These priorities have been updated as part of the biennial modification.

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 created many uncertainties with regard to projections that the data would typically suggest. Therefore, the content of the original PY 21-24 plan (particularly the priorities presented in Section VII and the "forecasting" narrative below), drew extensively from not just data analysis, but information, largely anecdotal, provided by system stakeholders. The update does as well.

Forecasting the Work Ahead

The Central Valley, along with the nation and the world as a whole, has seen an unprecedented number of economic, labor market, workforce, social, and cultural changes as the result of the pandemic that will continue to 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 such changes may include the following:

How We Work: A 2021 report from the McKinsey Global Institute predicted that 20 percent of workers could end up working from home indefinitely. How this will ultimately affect commercial real estate, work hours, teamwork, hiring, and a range of other factors that remain 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 instance, workers employed by Bay Area or Southern California companies are living in the Central Valley.

Should local workforce agencies expand their outreach to businesses outside the SJVAC region?

How We Learn: With thousands of Central Valley residents having participated in and warmed to distance learning, what are the implications for training that should be available through the workforce system? Should a greater number of online and hybrid training programs and courses be made available?

Need for Cross-Cutting Skills: While economists believe that, over time, the U.S. will employ the same overall number of people as pre-pandemic, they predict that the specific work that people do is 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 can participate in the region's workforce development services, 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." An example he cites is the following. 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 warned that millions of jobs lost during the pandemic, including those at hotels and restaurants, were unlikely to come back. While a substantial percentage of businesses have re-opened, many are getting by with fewer staff.

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 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. While travel, overall, has rebounded, much business-related travel continues to be foregone in favor of teleconferencing.

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

Lost Skills: Thousands of Central Valley workers who were unemployed for many months or longer, may have lost skills while away from work. The retraining of such workers is still being determined.

A Stalled Generation: Some high school and college students who were forced to quickly shift to online learning during the pandemic reported learning at a slower pace with less rigorous curriculum than in traditional classrooms, resulting in possibly higher GPAs for doing less work. Learning outside traditional school settings, students also had fewer opportunities to develop social skills. Are these individuals prepared to enter the workforce? Will they ever be as fully prepared as necessary?

Just-in-Time Expectations: Many businesses have slowly made their way back. As opportunities for growth have become available, many companies have found themselves in need of employees on short notice. The workforce system must continue to implement strategies to quickly and efficiently source talent to these businesses.

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: As businesses have expanded, so have opportunities for entrepreneurs seeking to start new businesses. Is the workforce system prepared to support these efforts?

Lingering Effects of the Pandemic: As the biennial update to the Plan has been developed, regional leaders have been able to approach planning with more clarity. Still much remains unknown. 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 actual and potential changes resulting from the pandemic 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 VII of this plan.

II. ANALYTICAL OVERVIEW OF THE REGION
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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 and internal 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"](#). The analysis in its entirety is accessible through the preceding hyperlink.

For the 2023 Biennial Modification to the PY 21-24 Regional Plan, Stanislaus County WDB representatives took responsibility for updating data presented in the original plan, utilizing sources, processes, and formats from RDA's analysis.

Introduction to the Updated Analysis

This version of the SJVAC RPU Regional Plan updates data incorporated into the original. Data tables and figures to be updated were chosen in alignment with state guidance regarding the two-year modification of the Regional Plan, which requests that the analytical overview of the region address:

1. Current employment and unemployment data.
2. Current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.
3. Industries and occupations with an emerging demand.

To update the data tables and figures, Lightcast and JobsEQ were used. Both are software that provide 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. Data was collected specifically for SJVAC RPU. Lightcast and JobsEQ reports were supplemented with data from the American Community Survey through the Census Bureau.

Forecast Considerations

After two years of COVID-19, California's economy is rebounding and shifting back to pre-pandemic conditions. Throughout 2021, the Central Valley and California experienced a declining unemployment rate and, by December 2021, the SJVAC RPU unemployment rate (not seasonally adjusted) had lowered to 5.3%. Despite this positive

economic trend, inflationary pressures continue with consumers experiencing higher prices with the year-over-year CPI inflation hitting a 40-year high of 9.1% in June 2022.¹ The initial shift of nearly two-thirds of the US workforce to remote settings resulted in unevenly distributed impacts across workers, employers, industries, and regions². Remote work is expected to continue with current research suggesting that 20 percent of full workdays will be supplied from home after the pandemic ends, compared with just 5 percent before.³

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. However, this recession was driven by a public health crisis rather than typical market drivers. This allowed for a relatively rapid economic recovery. The forecasts provided in this document do include the COVID-19 recession as a variable and align with the general consensus that after 2022, economic growth slows, and inflationary pressures ease⁴. This is not to say that the SJVAC RPU's economic data fully depicts the challenges the region has experienced since March 2021 or can predict with absolute certainty how the recovery across the Central Valley 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.

Analysis of Employment and Unemployment Data

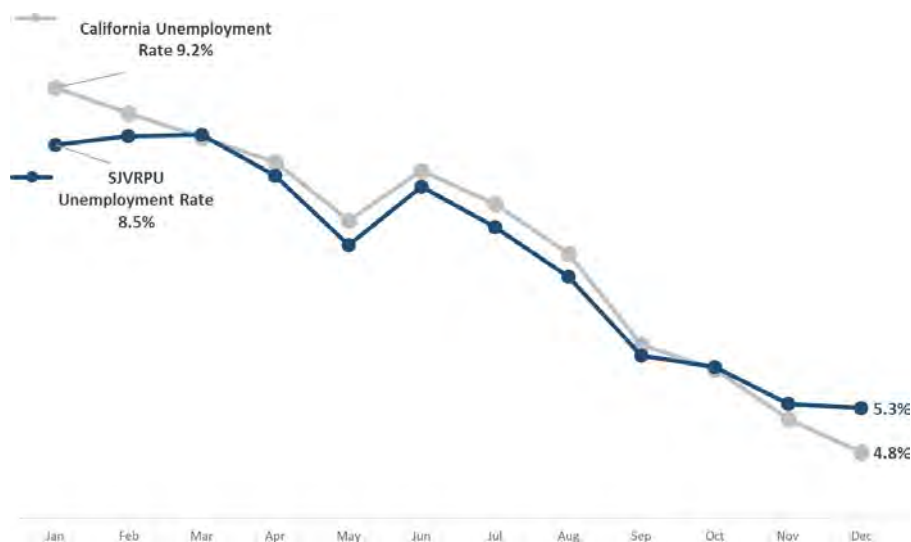
SJVAC RPU's unemployment rates were in a downward trend in 2021, on par with the unemployment rate across the State. The SJVAC RPU unemployment rate went from 8.5% in January 2021 to 5.3% in December 2021. The California unemployment rate went from 9.2% in January 2021 to 4.8% in December 2021.

¹ Bureau of Labor Statistics, U.S. Department of Labor, The Economics Daily, Consumer prices up 9.1 percent over the year ended June 2022, largest increase in 40 years at <https://www.bls.gov/opub/ted/2022/consumer-prices-up-9-1-percent-over-the-year-ended-june-2022-largest-increase-in-40-years.htm> (visited December 16, 2022).

² Bloom, N. 2020. "How Working from Home Works Out". Stanford Institute for Economic Policy Research. Policy Brief. June 2020.

³ Barrero, Jose, Nicholas Bloom and Steve Davis. "Why working from home will stick," National Bureau of Economic Research working paper 28731, April 2021.

⁴ Congressional Budget Office. 2022. The Budget and Economic Outlook: 2022 to 2032. Retrieved December 12, 2022 from <https://www.cbo.gov/publication/57950>

Figure 1. SJVAC RPU Monthly Unemployment Rate, 2021

Source: BLS Local Area Unemployment Statistics, 2021. The data present is not adjusted for seasonality.

Table 1, below, provides an overview of 2021 unemployment rates by each of the SJVAC RPU's local workforce development areas. Unemployment is highest in Tulare County and lowest in Stanislaus County.

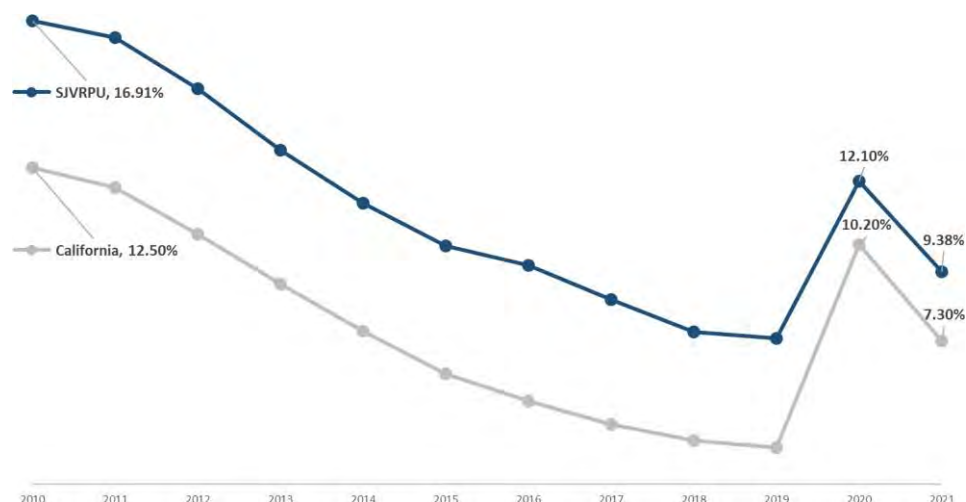
Table 1: SJVAC RPU Unemployment Totals and Rates by Region (2021 Annual)

SJVAC RPU Local Region	Total Unemployed	Unemployment Rate
Tulare County	21,435	10.7%
Merced County	11,935	10.4%
Kern/Inyo/Mono Counties	39,608	9.9%
Kings County	5,386	9.6%
Fresno County	40,741	9.2%
Madera County	5,476	8.8%
San Joaquin County	28,972	8.7%
Stanislaus County	20,042	8.4%

Source: BLS Local Area Unemployment Statistics, 2021. The data present is not adjusted for seasonality.

SJVAC RPU currently and historically has a higher unemployment rate than the overall state. However, the gap in unemployment rates has lessened compared to 2010 levels. In 2021, there was a 2.08% difference compared to a 4.41% difference in 2010. 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 2010-2021

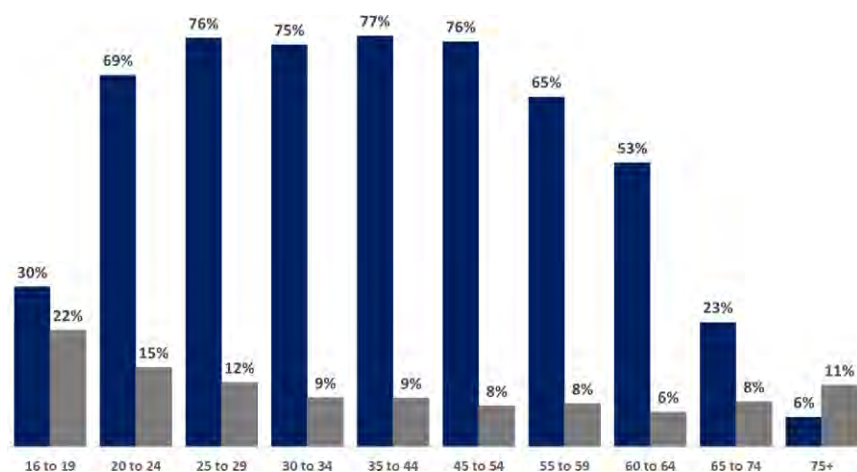


Source: BLS Local Area Unemployment Statistics, 2010-2021. The data present is not adjusted for seasonality.

Figure 3, below, depicts labor force participation and unemployment rates by age groups in 2021. Labor force participation by age group 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. Unemployment rates are highest among youth and young adults and decline as age increases.

Labor force participation is lowest for age groups 16-19, 65-74, and 75+ with labor force participation rates of 30%, 23%, and 6% respectively. Unemployment rates are highest in the younger age groups of 16-19, 20-24, and 25-29 with unemployment rates of 22%, 15%, and 12% respectively.

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



Source: ACS 1-Year Estimates 2021. Data unavailable for Inyo and Mono Counties.

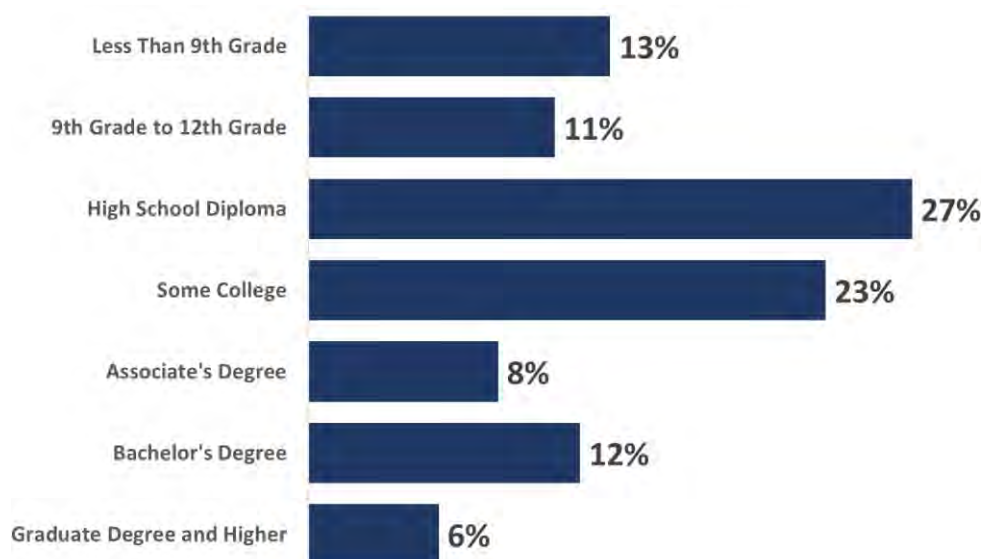
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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

To assess the education and skill levels of the workers in SJVAC RPU, demographic data from the American Community Survey (5-Year 2016-2020, 1-Year 2021), educational attainment data from Lightcast, and awards and skill gaps data from JobsEQ were utilized.

The majority of the region's population aged 25-64 have not been awarded a college degree (74%). Only 8% of the region's population aged 25-64 has earned associate degree, while 12% has earned a bachelor's degree and 6% has been awarded a postgraduate degree (see Figure 4).

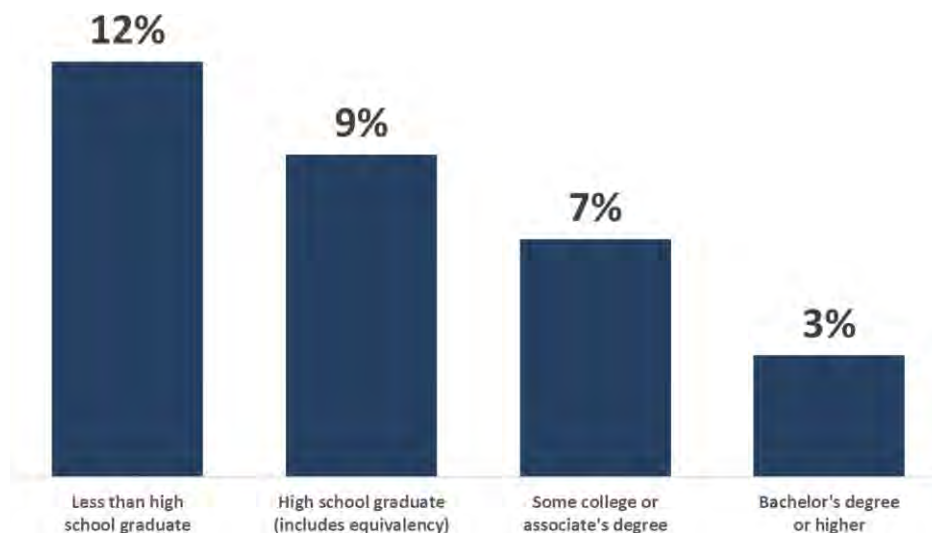
Figure 4. SJVAC RPU Educational Attainment, Age 25-64



Source: Lightcast Educational Attainment Snapshot (Q3 2022 Data Set)

The unemployment rate is highest among those who have less than a high school degree (12%) and lowest among those who have earned a bachelor's degree or higher (3%, see Figure 5)

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



Source: ACS 5-Year Estimates 2016-2020. Data unavailable for Inyo and Mono Counties.

Of the traditional college-aged population, those 18-24 years old, 64% are not enrolled in college or graduate school, 32% are enrolled in public school, and 4% are enrolled in private school (Figure 6).

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



Source: ACS 1-Year Estimates 2021. Data unavailable for Inyo and Mono Counties.

Assessment of Employment Needs within the Region

To assess employment needs, we measured occupational, skill, and awards gaps projected 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 the occupations and the level of education, training, certification, and licensure required for these roles. The largest awards gap in the region is for *Healthcare Practitioners and Technical Occupations* with an 1,836 gap.

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. Business and financial operations occupations; educational instruction and library occupations; and community and social service occupations are expected to have modest occupational gaps. These gaps may be difficult to fill given the training and education required for these roles. Installation, maintenance, and repair occupations gaps may be easier to fill given lower training and education requirements. Computer and mathematical occupations gaps 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	Projected Employment 2032	Acc Supply 2027	Acc Demand 2027
29-0000	Healthcare Practitioners and Technical	-769	88,906	1,240	5,199	6,439	101,311	19,083	22,926
11-0000	Management	-691	106,275	1,410	9,285	10,695	120,375	31,598	35,054
13-0000	Business and Financial Operations	-207	72,584	828	6,419	7,247	80,861	24,842	25,879
15-0000	Computer and Mathematical	-171	25,025	353	1,871	2,224	28,555	6,692	7,547
49-0000	Installation, Maintenance, and Repair	-134	56,493	654	5,650	6,304	63,033	20,323	20,991
25-0000	Educational Instruction and Library	-109	105,851	1,086	9,513	10,599	116,715	35,649	36,195
21-0000	Community and Social Service	-65	31,951	600	3,390	3,989	37,947	13,105	13,432
17-0000	Architecture and Engineering	-50	15,867	124	1,190	1,314	17,103	4,473	4,724
23-0000	Legal	-49	8,582	95	581	676	9,530	2,011	2,254
19-0000	Life, Physical, and Social Science	-28	12,837	141	1,222	1,363	14,244	4,256	4,395
27-0000	Arts, Design, Entertainment, Sports, and Media	-14	16,360	244	1,740	1,985	18,803	6,186	6,255
31-0000	Healthcare Support	33	92,590	3,137	13,583	16,720	123,959	46,190	46,023
47-0000	Construction and Extraction	210	69,597	683	7,069	7,752	76,428	27,790	26,739

33-0000	Protective Service	253	38,280	361	4,693	5,053	41,888	16,193	14,930
37-0000	Building and Grounds Cleaning and Maintenance	325	49,304	566	6,709	7,275	54,967	23,642	22,019
39-0000	Personal Care and Service	363	34,605	831	5,279	6,110	42,916	19,624	17,807
51-0000	Production	579	82,838	502	9,515	10,017	87,858	36,879	33,983
45-0000	Farming, Fishing, and Forestry	671	153,563	4,422	26,968	31,390	197,783	86,103	82,746
53-0000	Transportation and Material Moving	1,117	192,338	2,707	25,565	28,272	219,409	91,017	85,430
43-0000	Office and Administrative Support	1,189	160,241	250	17,481	17,731	162,741	67,372	61,428
35-0000	Food Preparation and Serving Related	2,111	127,605	3,095	24,889	27,984	158,551	82,191	71,638
41-0000	Sales and Related	2,210	135,296	213	18,568	18,781	137,427	73,034	61,986

Source: JobsEQ Occupation Gaps (2022Q2)

Skill 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. Microsoft Excel, Microsoft Office, and Spanish 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
Spanish	5,736	10,526	-4,791
Microsoft Excel	11,028	14,342	-3,315
Microsoft Office	8,372	10,914	-2,542
Mathematics	3,321	5,170	-1,848
Caregiving	966	2,521	-1,555
Teaching/Training, Job	2,375	3,837	-1,462
Sprayers	352	1,496	-1,145
Manufacturing	2,783	3,766	-983
Marketing	1,020	1,983	-963

Cash Registers	3,829	4,686	-857
Point of Sale Systems (POS Systems)	1,533	2,321	-789
Retail Sales	3,132	3,803	-671
Microsoft PowerPoint	3,100	3,705	-606
Sales	3,779	4,290	-511
Presentation	1,285	1,779	-493
Data Analysis	564	1,026	-463
SAP	1,239	1,681	-442
Molecular Cloning	42	425	-383
Customer Relationship Management (CRM)	712	1,080	-368
Inventory Control	1,311	1,672	-361
Polymerase Chain Reaction (PCR)	66	420	-354
Serving	1,325	1,659	-334
Salesforce	502	820	-318
Performance Management	443	758	-315
Lean Six Sigma	283	588	-305

Source: JobsEQ Skill Gaps (2022Q2, Openings and candidate sample compiled in August 2021)

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. Healthcare practitioners and technical occupations will see an awards gap of 1,836 and business and financial operations occupations will see an awards gap of 942. There will be a surplus of awards granted that feed into life, physical, and social science occupations; arts, design, entertainment, sports, and media occupations; and community and social service occupations.

Table 4. SJVAC RPU Awards Gaps (Two-Year Degree or Higher Only)

SOC	Occupation	Award Gap	Awards	Annual Demand	US Awards Benchmark
29-0000	Healthcare Practitioners and Technical	-1,836	2,425	4,396	4,261
13-0000	Business and Financial Operations	-942	2,377	6,862	3,319
17-0000	Architecture and Engineering	-315	841	1,265	1,156
15-0000	Computer and Mathematical	-38	1,185	1,911	1,223

43-0000	Office and Administrative Support	-36	31	130	67
31-0000	Healthcare Support	-33	36	161	69
41-0000	Sales and related	-20	0	354	20
39-0000	Personal Care and Service	-18	0	45	18
49-0000	Installation, Maintenance, and Repair	-10	0	67	10
45-0000	Farming, Fishing, and Forestry	-6	0	67	6
53-0000	Transportation and Material Moving	-3	1	38	4
11-0000	Management	0	5,291	6,919	4,981
23-0000	Legal	0	370	642	350
25-0000	Educational Instruction and Library	0	7,758	8,026	6,760
33-0000	Protective Service	0	0	3	0
19-0000	Life, Physical, and Social Science	80	1,712	1,319	1,632
27-0000	Arts, Design, Entertainment, Sports, and Media	434	1,703	1,269	1,111
21-0000	Community and Social Service	828	3,877	3,049	2,915
00-0000	Total - All	-294	27,605	36,523	27,899

Source: JobsEQ Award Gaps (2022Q2, excludes awards from online schools)

Analysis of Industries and Occupations with Existing and Emerging Demand

This 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, the following indicators were assessed:

- 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 growth (job growth) shows the overall employment trend in an industry or occupational group. This measure uses historical employment data to calculate the total percent increase or contraction of employment in a specific industry or occupational group over a five-year period.
- Location Quotient is the 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, government, health care and social assistance are the industries with the highest percent employment; these industries have positive projected growth and a concentration of sector employment.

- *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 67% from 2016 to 2021 and has a higher 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 21% from 2016 to 2021, 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 Government Industry⁵ (public-sector establishments) which encompasses *public administration and education industries* account for a wide swath of the employment across the region (19%). Both 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 is heavily driven by tax revenues, demographics, and legislation.
- *Agriculture* makes up a large percentage (13%) of employment and the region has nearly thirteen 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 an 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 suggests 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 nearly 0% growth from 2016 to 2021.
- *Accommodation and food services and retail* are often interconnected service industries that account for a large portion of employment in the region (respectively

⁵ Emsi Burning Glass creates a separate hierarchy for public-sector establishments under code 90 (Government), as explained at <https://kb.emsidata.com/methodology/how-do-ems-naics-differ-from-standard-naics/>

7% and 10%). While jobs in accommodation and food services have grown at an annual rate of 1.3%, the retail industry has experienced nearly no job growth at a rate of 0.1% annually. The minimal growth 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 suggests there is ongoing demand for workers.

Industry	2021 % of Total Employment	2021 Location Quotient	2016 - 2021 % Change	2021 - 2026 % Change
Government (Public-Sector Establishments)	19%	1.21	1%	3%
Health Care and Social Assistance	14%	1.03	15%	15%
Agriculture, Forestry, Fishing and Hunting	13%	12.95	(6%)	(1%)
Retail Trade	10%	0.97	0%	2%
Accommodation and Food Services	7%	0.93	6%	17%
Manufacturing	7%	0.86	2%	2%
Transportation and Warehousing	6%	1.52	67%	18%
Construction	5%	0.95	21%	7%
Administrative and Support and Waste Management and Remediation Services	4%	0.70	4%	9%
Other Services (except Public Administration)	3%	0.76	0%	7%
Wholesale Trade	3%	0.76	(6%)	2%
Professional, Scientific, and Technical Services	2%	0.35	3%	3%
Finance and Insurance	2%	0.41	(3%)	(2%)
Educational Services	1%	0.46	12%	7%
Real Estate and Rental and Leasing	1%	0.70	6%	5%
Management of Companies and Enterprises	1%	0.47	4%	(4%)
Arts, Entertainment, and Recreation	1%	0.50	(20%)	2%
Information	0%	0.26	(27%)	(2%)
Utilities	0%	1.33	16%	13%
Mining, Quarrying, and Oil and Gas Extraction	0%	1.39	(20%)	(12%)
Unclassified Industry	0%	0.00	(100%)	Insf. Data
	100%		5%	6%

Source: Lightcast Industry Table (Q3 2022 Data Set, Data Note: Rounded to nearest percent)

Table 5 depicts the SJVAC RPU occupations with the highest percentage of total employment in 2021. Transportation and material moving occupations; office and

administrative support occupations; farming, fishing, and forestry occupations had the highest percentage of employment.

Table 5. SJVAC RPU Occupations with Existing Employment Demands

Occupation Group	2021 % of Total Employment	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	2021 - 2026 Change	2021 - 2026 % Change	2021 Location Quotient	Median Annual Earnings
Transportation and Material Moving	11.30%	180,099	34,066	23%	19,124	11%	1.30	\$37,590
Office and Administrative Support	10.23%	162,977	(12,922)	(7%)	1,936	1%	0.80	\$41,438
Farming, Fishing, and Forestry	10.00%	159,404	(15,282)	(9%)	(1,160)	(1%)	13.84	\$29,307
Sales and related	7.94%	126,574	(1,941)	(2%)	3,899	3%	0.88	\$30,795
Food Preparation and Serving Related	7.15%	113,942	(4,051)	(3%)	16,707	15%	0.92	\$29,780
Educational Instruction and Library	6.90%	109,978	(4,322)	(4%)	5,759	5%	1.16	\$62,042
Healthcare Support	6.07%	96,714	29,600	44%	18,803	19%	1.30	\$29,804
Management	5.55%	88,519	16,779	23%	4,630	5%	0.87	\$88,180
Healthcare Practitioners and Technical	5.21%	82,986	8,137	11%	7,248	9%	0.87	\$95,953
Production	4.96%	79,046	(1,140)	(1%)	2,024	3%	0.87	\$36,680
Construction and Extraction	3.82%	60,955	5,634	10%	3,868	6%	0.96	\$54,605
Business and Financial Operations	3.78%	60,198	13,006	28%	2,944	5%	0.59	\$67,424
Installation, Maintenance, and Repair	3.72%	59,273	1,234	2%	3,620	6%	0.94	\$52,298
Building and Grounds Cleaning and Maintenance	2.64%	42,003	34	0%	3,613	9%	0.85	\$32,724
Protective Service	2.51%	39,970	1,627	4%	1,884	5%	1.08	\$60,554
Community and Social Service	2.01%	31,992	1,634	5%	2,789	9%	1.11	\$50,106
Personal Care and Service	1.49%	23,753	(5,739)	(19%)	2,284	10%	0.70	\$30,645
Architecture and Engineering	1.06%	16,845	848	5%	621	4%	0.63	\$89,729
Computer and Mathematical	1.03%	16,439	1,907	13%	1,163	7%	0.32	\$80,209
Life, Physical, and Social Science	0.94%	14,944	1,542	12%	529	4%	1.02	\$71,245
Arts, Design, Entertainment, Sports, and Media	0.73%	11,663	241	2%	351	3%	0.54	\$48,168
Military-only	0.54%	8,626	(164)	(2%)	302	3%	0.83	\$31,469
Legal	0.42%	6,750	728	12%	287	4%	0.53	\$79,821

Source: Lightcast Occupation Table (Q3 2022 Data Set)

Emerging Demand

To assess emerging demand across regional industries and occupational sectors, the following indicators based on a five-year forecast were used.

- 2021 Jobs are the number of jobs in the industry in 2021.
- Hires are individuals that are new to a company's payroll.
- Separations are individuals that no longer appear on a company's payroll.
- The 2021-2026 % Change is the forecasted % change in number of jobs from 2021 to 2026. It is forecasted total growth from one time period to the next.

Emerging Demand Industries: Over the next five years, *healthcare and social assistance* is expected to continue to be an industry centered around job demand. The projected job growth is estimated at 15%. *Transportation and warehousing; accommodation and food services; and utilities* also have projected job growth.

Professional, Scientific, and Technical Services is expected to continue to grow modestly by 3% over the next five years.

Mining, Quarrying, and Oil and Gas Extraction is expected to contract by 12%.

Industry	2021 Jobs	2021 Hires	2021 Separations	2026 Jobs	2021 - 2026 Change	2021 - 2026 % Change
Transportation and Warehousing	99,178	103,451	92,197	116,726	17,548	18%
Accommodation and Food Services	119,380	148,050	128,377	139,100	19,720	17%
Health Care and Social Assistance	217,116	111,562	103,083	249,406	32,290	15%
Utilities	7,585	2,572	3,241	8,537	952	13%
Administrative and Support and Waste Management and Remediation Services	67,002	124,266	118,189	73,257	6,256	9%
Educational Services	19,303	11,738	9,825	20,692	1,388	7%
Other Services (except Public Administration)	53,135	37,134	31,121	56,823	3,688	7%
Construction	75,281	66,619	60,060	80,384	5,103	7%
Real Estate and Rental and Leasing	16,769	8,862	7,977	17,611	842	5%
Government	302,188	74,205	70,351	312,572	10,384	3%
Professional, Scientific, and Technical Services	36,988	27,191	25,336	38,160	1,172	3%
Wholesale Trade	45,670	21,377	20,188	46,776	1,106	2%
Retail Trade	156,457	120,703	111,660	159,794	3,336	2%
Manufacturing	111,517	55,622	53,660	113,809	2,291	2%

Arts, Entertainment, and Recreation	10,550	18,546	13,274	10,739	189	2%
Agriculture, Forestry, Fishing and Hunting	200,056	694,692	694,433	198,454	(1,602)	(1%)
Information	7,669	5,150	4,058	7,543	(126)	(2%)
Finance and Insurance	28,456	9,121	8,288	27,872	(584)	(2%)
Management of Companies and Enterprises	11,421	4,831	4,804	10,955	(465)	(4%)
Mining, Quarrying, and Oil and Gas Extraction	7,484	2,496	2,527	6,619	(865)	(12%)
Unclassified Industry	10	<10	<10	<10	Insf. Data	Insf. Data

Source: Lightcast Industry Table (Q3 2022 Data Set)

Emerging Demand Occupations: Job demand is expected in various occupations across the SJVAC RPU. *Healthcare Support Occupations* and *Healthcare Practitioners and Technical Occupations* are expected to grow over the next 5 years. It is also forecasted that there will be significant increase in demand for workers in occupations in the following sectors:

- Food Preparation and Serving Related Occupations
- Transportation and Material Moving Occupations
- Personal Care and Service Occupations
- Building and Grounds Cleaning and Maintenance Occupations
- Community and Social Service Occupations
- Computer and Mathematical Occupations

Each of these areas are expected to have positive job growth as an annual percentage and large total employment growth over 5 years. In addition, occupations in these industries offer both entry-level and mid-career employment opportunities.

SOC	Occupation Groups	2021 Jobs	2021 Separations	2021 Hires	2026 Jobs	2021 - 2026 Change	2021 - 2026 % Change
31-0000	Healthcare Support Occupations	96,647	56,862	62,436	115,453	18,805	19%
35-0000	Food Preparation and Serving Related Occupations	113,830	121,695	139,823	130,318	16,488	14%
53-0000	Transportation and Material Moving Occupations	180,113	185,892	204,275	199,236	19,122	11%
39-0000	Personal Care and Service Occupations	23,835	18,969	25,014	26,083	2,248	9%
29-0000	Healthcare Practitioners and Technical Occupations	82,959	20,811	23,255	90,188	7,229	9%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	41,989	36,439	39,517	45,644	3,655	9%
21-0000	Community and Social Service Occupations	31,977	11,876	13,080	34,758	2,781	9%
15-0000	Computer and Mathematical Occupations	16,419	6,948	8,022	17,570	1,151	7%

47-0000	Construction and Extraction Occupations	61,001	46,202	51,054	64,835	3,834	6%
49-0000	Installation, Maintenance, and Repair Occupations	59,230	32,835	37,113	62,829	3,599	6%
25-0000	Educational Instruction and Library Occupations	109,947	28,916	31,963	115,668	5,721	5%
11-0000	Management Occupations	88,453	51,027	56,108	93,033	4,580	5%
13-0000	Business and Financial Operations Occupations	60,126	30,674	34,220	63,045	2,918	5%
33-0000	Protective Service Occupations	39,988	19,217	21,273	41,844	1,856	5%
23-0000	Legal Occupations	6,720	1,620	1,983	7,001	281	4%
17-0000	Architecture and Engineering Occupations	16,818	5,754	6,148	17,436	617	4%
19-0000	Life, Physical, and Social Science Occupations	14,907	7,580	7,934	15,432	525	4%
55-0000	Military-only occupations	8,626	2,087	2,274	8,928	302	3%
41-0000	Sales and Related Occupations	126,522	98,204	106,294	130,422	3,899	3%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,667	6,783	7,992	12,001	335	3%
51-0000	Production Occupations	79,048	61,411	63,053	81,007	1,959	2%
43-0000	Office and Administrative Support Occupations	162,931	110,113	111,092	164,788	1,857	1%
45-0000	Farming, Fishing, and Forestry Occupations	159,460	600,858	594,302	158,312	(1,148)	(1%)

Source: Lightcast Occupation Table (Q3 2022 Data Set)

II.	REGIONAL INDICATORS
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The California Workforce Development Board has established “regional indicators” to assess coordination and measure progress within California’s 15 RPUs. The indicators serve to track processes and activities utilized by regions, providing a foundation for regional approaches that align with the needs of businesses in key sectors.

Regions must choose at least two of the following indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator B: The region has policies supporting equity and strives to improve job quality.

Indicator C: The region has shared target populations of emphasis.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

Regional Indicators and Associated Metrics

The SJVAC RPU has selected indicators B and D. Following are the outcomes and metrics established for the two indicators:

Metrics for Indicator B: The region has policies supporting equity and strives to improve job quality.

Outcome 1: The region has developed benchmarks and measurements to track progress toward ensuring equity and job quality and serving employers who provide quality jobs that provide economic security through family sustaining wages and comprehensive benefits.

The region developed an “Equity Statement” and “Equity/Diversity Guiding Principles” that will support regional work and can be adopted by local boards to fulfill equity goals within their areas. English language learners have been selected as a primary target population for pilot efforts and performance metrics, a baseline, and benchmarks have been established for services to this population. WIOA performance measures provide the foundation for metrics associated with this outcome.

Outcome 2: The region has developed benchmarks and measures to track individuals that complete training and/or attain industry-recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan.

The SJVAC region has developed training completion benchmarks and measures for the target population. The CalJOBS system will be used to track data.

Metrics for Indicator D: Region deploys shared/pooled resources to provide services, training, and education to meet target populations’ needs.

Outcome 1: The region has a system in place to track co-enrollment strategies to serve participants holistically and track individuals that complete training and/or attain industry recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan.

The local boards within the SJVAC RPU utilize the CalJOBS system to manage co-enrollments, while recognizing that the system has limited capabilities for co-enrollment reporting. Some local boards in the region offer cohort training for their customers. In such cases, services are coordinated, and customer progress information is shared. For example, as part of the English language learners served under SJVAC RPU's Regional Planning Implementation Grant 4.0, individuals enrolled in training will be tracked to determine how many obtained an industry-recognized credential and, of these individuals, how many receive one aligned to the region's target sectors and local demand occupations.

Outcome 2: The region has developed benchmarks and methods to track workforce staff and partner professional development training on services, training, and education to meet target populations needs.

This outcome is measured through tangible actions, including the following:

- The SJVAC RPU conducts a bi-annual assessment of staff development needs to determine training that will be made available to regional partners and staff. Trainers are identified and properly procured, and a training calendar is developed. Those who participate in regional training complete evaluations at the conclusion of each session and follow-up surveys are conducted to gauge participant's retention of information and the impact of training at the workplace. Training topics are aligned with goals of both the Regional Plan and the WDBs' Local Plans.
- The region addresses all priority training areas for frontline staff that are identified in State policy guidance on required content for Local Plans. These areas include:
 - Expand proficiency in digital fluency and distance learning.
 - Ensure Cultural Competencies, and
 - Understand of the experiences of trauma-exposed populations

Outcome 3: Leveraging resources across local areas for regional initiatives.

This outcome is measured through collaboration and leveraging of financial resources, including the following:

- HR Hotline Service: The SJVAC and Middle Sierra regions have contracted with "California Employers Association" to offer "HR Advice on Demand" services for local employers. Participating WDBs include Kern/Inyo/Mono, Madera County, Merced County, Mother Lode, San Joaquin County, Stanislaus County, and Tulare County. Collectively, the WDBs contributed \$83,595 to cover the cost of the service.

- U.S. Department of Commerce Economic Development Administration “Good Jobs Challenge Grant” – The SJVAC and Middle Sierra RPUs collaborated on a Healthcare-focused grant proposal and collectively contribute \$27,750 to procure the services of a grant writer. Grant partnerships include private and public healthcare employers; regional healthcare associations; private and public educational institutions, including regional education consortia; organized labor; community-based organizations; and local WDBs.
- Regional Equity Recovery Partnership (RERP) Grant: The SJVAC region and partners leveraged \$3,941,926 in support of RERP grant services to targeted populations.
- Joint Procurement of a One-Stop Operator: The WDBs in Kings, Madera, Merced, San Joaquin, and Stanislaus counties entered into an agreement for the procurement of a One-Stop Operator for two fiscal years (2021-22 and 2022-23) totaling \$135,625, which is collectively paid by participating WDBs.

Impact of Indicators and Metrics on Service Delivery

The SJVAC RPU's regional indicators, metrics, and outcomes will have the following anticipated effects on services, strategies, and approaches at the local level.

Local Service Delivery Impact for Indicator B: The region has policies supporting equity and strives to improve job quality.

The development of the regional Equity Statement and related Equity/Diversity Guiding Principles will enable local boards to develop local service delivery goals and strategies resulting in increased participation by and outcomes for underserved and vulnerable populations. Service strategies that will initially be targeted to English language learners will include increases in enrollments in WIOA services; referral to and co-enrollment in partner programs and services; co-case management of participants across two or more partners; completion of training academic and vocational training; credential attainment; job placement in career path employment; wages; and job retention. Over time, strategies utilized to improve services and outcomes for English language learners can be adapted and customized for other priority populations.

Local Service Delivery Impact Indicator D: Region deploys shared/pooled resources to provide services, training, and education to meet target populations needs.

Tracking referrals and co-enrollments will enable local boards to identify strategies to for holistic service delivery that result in better employment, earnings, and retention outcomes for participants. The indicator's focus on training for local boards' staff and partners will enable frontline staff and others to provide services that address participant barriers and respond to their needs. In addition, continued leveraging of financial resources among local boards will provide WDBs greater budget flexibility to meet their organizational needs.

IV. 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 well into the foreseeable future. While manufacturing and energy do not show significant growth, over the four-year period covered by the plan, 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 the 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 economic analysis conducted during the development of the original PY 21-24 Regional Plan and as part of preparing the biennial update.

The SJVAC RPU is expected to grow economically over the next five years. Unemployment has continued to decrease over 2021 and will continue to drop to near pre-COVID-19 levels over the course of 2022. 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 for workers at various stages of their careers. While many industries are forecasted to continue to grow modestly over the next five years, a large portion of economic growth and job development in the Central Valley is situated in a handful of sectors, specifically within healthcare; accommodation and food services; and transportation and warehousing.

The *healthcare* industry is the largest generator of jobs for the Central Valley and is expected to continue to grow at a rate of 3% per year. Occupations in healthcare support, healthcare practitioners, and social service providers are all projected to grow over the

next five years. A new impetus for growth in the sector will be the UC Merced Medical School project. Starting in 2023, a Health, Behavioral Sciences, and Medical Education Building at UC Merced will support a B.S. to M.D. joint degree program operated in collaboration with UC San Francisco-Fresno, along with public health and psychological sciences faculty and students. Given the growth and demand in this industry/occupational sector, investment in the region's healthcare career technical education pipeline will 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. This industry and associated occupations have demonstrated high growth (8.3% annually) over the past five years. There is additional projected growth (3.6% annually) over the next five years and 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 region'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 offer respectable wages and are opportunities for job seekers entering or reentering the workforce or for job seekers that experience barriers to employment.

The *construction* industry is also expected to continue to experience healthy job growth at a rate of 1.4% annually. Similarly, construction and extraction occupations are also expected to add 3,868 jobs to the region and grow at a rate of 12% annually. This trend will likely be driven by construction projects in both the Central Valley as well as adjacent large urban areas, such as the San Francisco Bay Area and Los Angeles regions.

The *retail trade and accommodation and food services* industries experienced outsized employment contractions due to COVID-19. With social distancing measures fully lifted, these industries have rebounded to pre-COVID-19 employment levels and are projected to have positive growth in the next five years. 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 could impact employment trends, especially for entry-level jobs.

Lastly, *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 wide portion of employment across the region.

There are several industries in the Central Valley with new and emerging opportunities for which the workforce partners may want to consider developing career education pipelines. These include arts, entertainment, recreation and wholesale trade industries.

From an occupational standpoint, there is a growing occupational demand in protective services 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-level positions than other jobs with comparable pay.

Although the next few years are expected to bring recovery and growth across the state and the Central Valley, there is still uncertainty, and changes could impact the region's industries 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 must 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.

Sector and Related Industry-Focused 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 and industry-focused 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, as this approach continues to function as an effective means of engagement of with industry.

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 Tulare County WIB provided staffing support. It is now an industry controlled 501(c)(6). The South Valley Industrial Collaborative provides a sub-regional platform, particularly focused on Tulare and Kings counties, for 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 and 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, the K-12 education system, post-secondary education, 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.

Fresno-Madera K-16 Collaborative

Fresno State Foundation, on behalf of the Central San Joaquin Valley K-16 Partnership was awarded \$18.13M by the California Department of General Services, Office of Public School Construction's Regional K-16 Education Collaborative Grant Program to equitably strengthen education-to-workforce pathways and ensure that educational, vocational, and workforce programs work in partnership to address the income, racial, and gender inequalities in education and employment.

Central San Joaquin Valley K-16 Partnership

This collaboration of the Fresno-Madera K-16 Collaborative and the Tulare- Kings College and Career Collaborative was created to strengthen the region's education and socio-economic equity, leadership, support, and impact on 516,574 K-16 students and adult

learners. The aim of the partnership is to eliminate intersegmental silos and unite partners to build relationship infrastructure for future work. By braiding approaches and resources, the partners are confident there will be a significant increase in filling an LMI-supported job talent pipeline to ensure that individuals thrive personally and professionally.

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, these are the Mandatory Commercial Organics Recycling provisions that were 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 completing feasibility studies. This sector of the economy is currently impacting all Central Valley counties. This is exemplified by a new facility in Madera County and by investments in and scaling of projects in Stanislaus and Merced counties. The workforce system is ready to begin to provide training and placement services to support this emerging energy subsector.

Carbon Capture and Sequestration Project

Kern County is working on a carbon management business park that could clean the air in the Central Valley by participating in the U.S. Department of Energy's "Local Energy Action Program called "LEAP." Participating in the LEAP Program would be the first such initiative to explicitly align with the economic development and social equity priorities of the County's B3K Prosperity economic development collaboration. The LEAP Technical Assistance Grant seeks to help communities access the economic and environmental benefits of clean energy and clean energy manufacturing. Opportunities and potential benefits include lower local air pollution, lower utility costs and energy burdens, improved access to reliable energy, enhanced economic productivity, and new clean energy supply chain and manufacturing. The project is likely to bring with it the potential for a wide range of new jobs, which South Valley communities are currently assessing and beginning to prepare for such opportunities.

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. The 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.

Central Valley Forestry Corps

The Central Valley Forestry Corps is a partnership between the Fresno Regional Workforce Development Board, the Mother Lode WDB, Fresno Economic Opportunities Commission's Local Conservation Corps, Reedley College, and Columbia College. The Central Valley Forestry Corps will train the next generation of forestry workers to address the natural disasters occurring within our forests. Beginning with funding from CalFire, the initiative is preparing an untapped workforce within the Central Valley to assist in the removal of 129 million dead trees. Training is crucial to decrease the number of wildfires in California. According to CalFire, as of late 2022, there have been 7,490 fires that have burned over 362,455 acres.

Inland Ports Initiative

Fresno, Merced, and San Joaquin counties are partnering on a grant application to the California State Transportation Agency (CalSTA) Port and Freight Infrastructure Program that seeks to improve the capacity, safety, efficiency, and resilience of goods movement to, from, and through California's ports. With a key focus on the transportation and warehousing sector, tied to this initiative will be training for workers across a wide range of occupations.

Fresno-Merced Future of Food (F3)

Serving Fresno, Kings, Tulare, Madera and Merced counties, the Fresno-Merced Future of Food Innovation (F3) coalition, led by the Central Valley Community Foundation, will receive approximately \$65.1 million from Economic Development Administration (EDA) to accelerate the integration of technology and skills in the region's agriculture industry—improving productivity and job quality for existing farmworkers while driving a more resilient and sustainable food system. The coalition unites partners such as University of California, Merced, the California Farmworkers Foundation, industry leadership like the California Fresh Fruit Association, regional philanthropy, and local government around a vision for a more innovative, equitable, and resilient agricultural industry in one of the country's most important food-producing regions. Today, California's Central Valley produces 25 percent of the nation's food supply yet has one of the highest food insecurity rates among low wage farm workers. EDA funding will launch iCREATE, a new ag-tech hub, with the mission to accelerate the development and transfer of technology between researchers at local universities and farmers across the region, with a focus on reaching BIPOC or underserved small farmers. At the same time, community colleges throughout

the Central Valley will receive access to new technology and training to equip workers with the skills needed to access higher quality, higher paying jobs in ag tech, improving both farm productivity and wages.

UC Merced Water Systems Management Lab Project

The project is examining the impacts of the drought on California agriculture. Recent California climate extremes, which include among the most severe droughts on record, have highlighted rapidly changing conditions that affect water supply for agriculture and the state's growing population. Incremental water management and institutional learning at all levels has provided building blocks to better manage water shortages. At the same time, communities connected to agricultural areas share, to varying extents, multi-year drought impacts such as water shortages, high temperatures, and their lingering effects through dry wells, fire risk, and degraded air and water quality. A project team made up of UC and CSU academics, in partnership with the Public Policy Institute of California Water Policy Center, will develop various milestone products including economic impact assessments, policy briefs, and an open access web tool that builds from currently available tools, and past collaborations. From this information, the workforce system in the Central Valley will assess and respond to workforce needs arising from water management strategies.

Community Economic Resilience Fund (CERF)

CERF is a state initiative supporting innovative plans and strategies to diversify local economies and develop sustainable industries that create good-paying, broadly accessible jobs for all Californians. As part of CERF's initial planning phase, 13 economic development entities known as High Road Transition Collaboratives received \$5 million each to develop roadmaps, including a strategy and recommended series of investments, for their region. Following this planning phase, the program's implementation phase will begin in 2023 and make available \$500 million to fund projects identified by the High Road Transition Collaboratives. All SJVAC Region WDB's are represented in their local/sub-regional CERF initiatives, which include ones in the Northern San Joaquin Valley, Central San Joaquin Valley, and Kern County.

Regional Equity and Recovery Partnerships (RERP)

Through the High Road approach of advancing economic opportunities and strengthening the workforce based on industry demand, the SJVAC region's "Skills to Success" projects will provide access to various training programs and work-based learning and increase opportunities and equity for targeted populations. The targeted populations will gain access to the necessary skills to fill the skill gaps and become self-sufficient.

Fresno Regional WDB – Construction and Manufacturing: With the anticipated influx of public infrastructure spending, FRWDB in coordination with Fresno City College and the State Center Adult Education Consortium seeks to address the human capital needs of

the Fresno metropolitan area and the surrounding rural communities by providing short-term training that will equip residents to secure quality, good wage jobs in the two sectors.

Kern, Inyo, Mono WDB – Healthcare: The Kern/Inyo/Mono RERP project, in partnership with education, is designed to address industry needs and educational capacity to increase the pipeline of healthcare workers. The RERP initiative will address unmet needs and expand access to healthcare careers and quality jobs, especially among minority residents.

Kings County WDB – Manufacturing: In partnership with West Hills Community College in Lemoore, the Kings County Job Training Office will provide paid work experience training to students attending the Industrial Maintenance Training tuition-free courses. Those earning a certificate will qualify for entry-level employment in the manufacturing career path.

Madera County WDB – Manufacturing: The project in Madera County will focus on manufacturing training for middle-skill jobs in the industrial maintenance, manufacturing and welding career pathways. Participants will earn a certificate of achievement in one of the pathways that prepares them for entrance into the manufacturing workforce or the ability to transfer to a four-year college program.

Merced County WDB – Manufacturing: Merced County will focus on the development of GED/High-School Diploma-to-Skilled Manufacturing pipeline. The project will cover Merced County as a whole, but will utilize culturally competent outreach strategies to focus on residents living outside of the County's two largest cities (Merced and Los Banos) in the County's more rural communities.

San Joaquin County WDB – Manufacturing and Transportation and Logistics: The San Joaquin County WDB will address the workforce gaps in warehousing, goods movement, distribution and manufacturing. In partnership with the Delta Sierra Adult Education Alliance (DSAEA), the WDB will provide on ramps to career paths in the transportation-distribution-logistics and advanced manufacturing sectors for community residents, including pathways to middle skill jobs requiring some college.

Stanislaus County WDB – Manufacturing: Stanislaus County will assist workers to enter the manufacturing occupations, discover their personal interests and strengths, and prepare for an apprenticeship that will lead to high wage occupations and journey-level skill attainment. Stanislaus County will offer options for job seekers to enter the manufacturing occupational career ladder, and provide incumbent workers with tools necessary to further their value to employers.

Tulare County WIB – Construction, Manufacturing, Transportation and Logistics: The Tulare Workforce Investment Board (WIB) intends to use this investment to accelerate the work the WIB and its community colleges are doing together to ensure that the local economy expands and that its historically marginalized populations have an opportunity to participate in the resulting prosperity by securing quality jobs in demand sectors.

Strategies to Communicate with Regional Employers

The majority of business contacts are made at the local level between the eight WDBs and employers within their counties. However, when two or more local boards work with the same business across their jurisdictions, they make every effort to collaborate and coordinate messaging and service delivery. Such efforts are most common in rapid response and layoff aversion activities and with businesses that are establishing new operations in more or more areas in the Central Valley.

To promote coordinated and cohesive messaging, the local boards have collaborated on the development of a regional website focused on services for businesses. The Valley Work site (www.valleywork.org) has been developed to communicate how workforce programs can assist businesses, provide examples of strategies that have been deployed to support Valley-based companies, and communicate contact information to employers. Since the PY 21-24 Regional Plan has been implemented, 565 companies have accessed Valley Work online, spending an average of just one minute on the website. To improve the utility of the site for businesses, local boards are examining ways in which it can be improved. Under consideration and review are including information about the Region's HR Hotline service; promoting recruitment events, such as job fairs throughout the region; providing information beyond direct local board services, such as "employer tax credit" information; highlighting sector strategy initiatives; and various other enhancements.

The local boards will work through the CCWC and its workgroups to design, develop, and implement improvements to the Valley Work site and will complete improvements to the site prior to the end date of the PY 21-24 Regional Plan.

V.	ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS
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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 that 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
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The eight local boards all focus on matching qualified job seekers with businesses that pay competitive wages and offer benefits. 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 the 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 the 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, enabling the businesses to grow and to fare better in the marketplace. As stated above, the local workforce system targets these companies and refers qualified candidates 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 without the 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 have implemented regional career pathway strategies that begin with the provision of information. Such 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

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 become aware of the steps necessary to move from a Certified Nursing Assistant position to that of RN. The position is part of the career path they have selected. The entry-level job and its wages are a stop on the way to a career 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 investments, such as focusing on on-the-job training positions that pay wages above a prescribed level and by only approving training that prepares individuals for high demand jobs in priority sectors through career pathways programs and other models focused on high growth and other demand industries. 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 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, communities that are digitally disenfranchised, 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. Five of the region’s boards completed a grant project that addressed workforce and support needs of 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, Veterans Employment Assistance Programs, Regional Equity and Recovery Partnerships) offer opportunities to apply common service strategies for target populations. One example is the use of Navigators across many grants. This strategy has proven successful in working with job seekers with disabilities, English language learners and other vulnerable populations. Moving forward, regional workforce leaders expect many opportunities to identify services strategies that may be effective for target populations across many local areas. As the boards address workforce needs during economic recovery, issues will likely arise that require new approaches that could be developed regionally and implemented locally.

Working with Businesses and Training Providers to Ensure that Historically Unserved and Underserved Communities have Equal Access
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Each of the local boards represented by the SJVAC RPU supports and promotes equal access to all services and activities of its local workforce system. As such, workforce leaders and system staff will continue to use and will improve upon messages that communicate our commitment to equity.

Promoting Equal Access

The workforce system relies on required system partners, community-based organizations, local government, economic development, education and training providers, and local businesses to achieve the goals and performance objectives of WIOA and related programs. Working together effectively requires that stakeholders share common principles that guide their work. While it is our hope that all partners are fundamentally committed to providing equal access to opportunities for services, training, and employment, it is our intention to ensure such access exists. Clear and consistent information and messaging is key to increasing the shared commitment of all 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.

VI.	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, regionally and sub-regionally, on sector strategies, initiatives serving key groups, and on the design, development, operation, and administration of successful workforce programs. 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 more than 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, and the California Labor Federation. CVIER

members have identified and responded to needs to increase staff knowledge about labor market information, Incumbent Worker Training, rapid response services, and sector partnerships. The group originally met monthly to coordinate messaging, discuss rapid response strategies, and develop business-responsive approaches for the region. Given the progress that the region has made, the group now convenes quarterly.

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 projects, collaborative grants may include participation by WDBs throughout the region or as few as two local boards. As the biennial update to the plan was being developed, local board representatives cited the following examples of regional and sub-regional grants include:

- Veterans Employment Assistance Program: Stanislaus County (lead), Madera County, Merced County and San Joaquin County WDBs. *Project is active.*
- Opioid Grant: Merced County (Lead), Kern, Inyo, Mono WDB's. *Project has been completed.*
- 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. *Original project has been completed. A new grant has been awarded.*
- SB1 Grant: Fresno Regional (lead), San Joaquin County, Merced County, Mother Lode, Madera County, Kings County, Stanislaus County, Tulare County and Kern, Inyo, Mono WDBs. *Project is active.*
- Disability Employment Accelerator Grant, Veterans (DEA): Kern, Inyo, Mono (lead), Tulare County, and Kings County WDBs. *Project has been completed.*
- U.S. Department of Commerce, Economic Development Administration Good Jobs Challenge. Participating boards include Fresno Regional, Kings County, Madera County, and Tulare County. Grant has been awarded and project is being implemented.
- Regional Planning Implementation (RPI) Grants: All boards have participated in grant awards 1.0 through 4.0. *Grant projects have been completed.*

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 remain 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.

Regional Administrative Cost Arrangements
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While the region does not have formal administrative costs arrangements in place, local boards' collaborative efforts yield efficiencies. An example is a shared contract with a one-

stop operator that benefits five local boards. Madera County WDB manages as master agreement with the vendor (Beaudette Consulting, Inc.), which separately invoices each local workforce area for the services it provides. Participating WDBs include Madera County (lead), Kings County, Merced County, San Joaquin County, and Stanislaus County.

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.

As the biennial update was being developed, it was noted by local board representatives that progress is being made in several areas, including collaboration on review and monitoring of institutions and programs on the Eligible Training Provider List for which individual training accounts are utilized. Another target on which progress was noted is promotion of the regional programs and initiatives via the Valley Work website.

All of the foregoing initiatives remain under consideration, with the CCWC and its various workgroups being the principal mechanism for both examining key issues and for moving them forward.

VII. PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24

Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the original PY 21-24 Plan, the following topics were identified as priorities for further examination, exploration, development, and/or enhancement over the four-year period covered by the Regional 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. It should be noted that, during the biennial review process, some considerations were revised based on changing economic and labor market conditions. Others were removed altogether. As noted at the conclusion of this section, a supplementary stakeholder input process was organized in connection with the development of the Plan modification and several new priorities were identified.

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. 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.
5. 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.
6. Assess the extent to which jobs with companies in the Bay Area, across the country, and around the world are now available to Central 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

7. Determine the capacity in the region to support entrepreneurs through training, access to capital, and other resources/support.
8. 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.
9. 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.
10. 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

11. Develop and implement training modules focused on communication, behaviors, and attitudes used during interactions (e.g., learning, interviews, meetings, work) via virtual platforms.
12. 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.
13. 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

14. 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.
15. 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 homeless and/or housing insecurities, food insecurity, addiction, and mental health.

Communications and Messaging

16. 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

17. 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.
18. 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.
19. 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.
20. 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.

Progress at various levels is ongoing on all of the foregoing items and all remain part of the regional workforce agenda for the RPU.

Additional Considerations Identified During Biennial Modification Process

As part the process of preparing the 2023 Biennial Modification to the PY 21-24 Regional Plan, the Regional Organizer led efforts to secure input from workforce development stakeholders and the community about workforce issues affecting the Central Valley. As a result of this process (described in Appendix 1), which was largely focused on issues of equity, the following additional priority considerations were identified.

21. Identify opportunities to emphasize gender equity in key industries and occupations, particularly in support of women's entry to the workforce following exits during the pandemic.
22. Design strategies to increase the availability of services in rural and remote communities throughout the Central Valley.
23. Replicate models to increase inclusion of underserved populations in careers providing good wages and opportunities for advancement.

24. Replicate models from government, non-profit organizations, and the private sectors to increase diversity, equity, and inclusion.
25. Record and maintain information on strategies and models for effectively serving populations and industries so they can be easily reviewed, evaluated, and, as appropriate, replicated.

Several of the foregoing priority considerations are aligned with indicators established by the California Workforce Development Board that demonstrate coordination within the region. As indicated, it is the intention of local board leaders, over the four-year span of the Plan, to record and track efforts made in connection with these considerations.

VIII.	APPENDICES
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The following Items are Included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in regional planning for the workforce development delivery system and the development of the original 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.

Forum on this topic were held via Zoom:

- 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 these forums.

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.

Forum on this topic were held via Zoom:

- January 6, 2021 (hosted by Stanislaus County WDB)
- January 20, 2021 (hosted by Kern, Inyo, Mono WDB)
- Seventy (70) individuals attended these forums.

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.

Forum on this topic were held via Zoom:

- 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 these forums.

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 and grow.

Forum on this topic were held via Zoom:

- January 21, 2021 (hosted by San Joaquin County WDB)
- January 28, 2021 (hosted by Kings County WDB)
- Seventy-eight (78) individuals attended these forums.

As part of the process of developing the 2023 Biennial Modification to the Regional Plan, local boards again sought input from workforce development stakeholders and others on topics relevant to the Plan.

A session on “Tracking Equity Outcomes for Central Valley Workforce Programs” was developed, posing the following questions:

- What resources, tools, strategies, and approaches should the WDBs of the Central Valley make use of to fulfill their commitment to equity?
- Are there existing service models in the Central Valley or elsewhere that could help the workforce system clearly define expectations for equity, inclusion, and access?
- How will the stated principles support achievement of the equity statement?
- In addition to serving vulnerable populations in greater numbers, what performance criteria should be established to measure the region’s success in achieving “equity outcomes?”

Community forums to discuss these questions were held throughout the region as the update to the Plan was being developed. Sessions were conducted as follows:

- November 2, 2022 (hosted via teleconference by Kern-Inyo-Mono WDB)
- November 9, 2022 (hosted in person and via teleconference by San Joaquin County WDB)
- November 10, 2022 (hosted in person and via teleconference by Fresno Regional WDB)
- December 1, 2022 (conducted via teleconference in Spanish and hosted by Merced County WDB)

A total of 147 individuals participated in the forums.

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.
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JOIN US! Help plan for the future of the Valley workforce



SOUTH VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by Kern, Inyo & Mono Workforce Development Board



November 2, 2022 | 3:00 pm | Virtual Meeting



The Voice of the Central Valley is Vital

Across the Central Valley, eight local Workforce Development Boards have developed the following equity statement:

“THE LOCAL BOARDS OF THE CENTRAL VALLEY ARE COMMITTED TO DIVERSITY, INCLUSION, EQUITY AND ACCESS IN EVERY ASPECT OF THEIR OPERATIONS AND PROGRAMS”

The community is invited to join workforce system stakeholders, businesses, and others from the community as we define the Equity outcomes we would like to achieve.



Save the Date *hosted by Kern, Inyo & Mono Workforce Development Board*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs

When: Wednesday, November 2, 2022 from 3:00 pm to 4:00 pm

Where: Come join us at Zoom on the computer at <https://tinyurl.com/mpeph2wu> or on the phone at +1 669 900 9128



Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce



This program is fully funded with the Regional Plan Implementation 4.0 grant totaling \$326,805 (100%) from the U.S. Department of Labor and is an equal opportunity employer/program. Auxiliary Aids and services are available upon request to individuals with disabilities.

JOIN US! Help plan for the future of the Valley workforce



NORTH VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by San Joaquin County WorkNet



November 9, 2022 | 3:00 pm | In-Person Meeting



The Voice of the Central Valley is Vital

Across the Central Valley, eight local Workforce Development Boards have developed the following equity statement:

“THE LOCAL BOARDS OF THE CENTRAL VALLEY ARE COMMITTED TO DIVERSITY, INCLUSION, EQUITY AND ACCESS IN EVERY ASPECT OF THEIR OPERATIONS AND PROGRAMS”

The community is invited to join workforce system stakeholders, businesses, and others from the community as we define the Equity outcomes we would like to achieve.



Save the Date *hosted by San Joaquin County WorkNet*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs

When: Wednesday, November 9, 2022 from 3:00 pm to 4:30 pm

Where: Come join us at 6221 West Lane, Stockton, CA 95210 or on Microsoft Teams on the computer at <https://tinyurl.com/ycks2er9> or on the phone at +1 209-645-4071 (Conference ID: 159 382 027#)



Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce



This program is fully funded with the Regional Plan Implementation 4.0 grant totaling \$326,805 (100%) from the U.S. Department of Labor and is an equal opportunity employer/program. Auxiliary Aids and services are available upon request to individuals with disabilities.

JOIN US! Help plan for the future of the Valley workforce



MID-VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by Fresno Regional Workforce Development Board



November 10, 2022 | 10:30 am | In-Person Meeting



The Voice of the Central Valley is Vital

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Save the Date *hosted by Fresno Regional Workforce Development Board*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs

When: Thursday, November 10, 2022 from 10:30 am to 12:00 pm

Where: Come join us at 3170 W. Shaw Avenue, Fresno, CA 93711 or on Zoom on the computer at <https://tinyurl.com/44ctrm3d> or on the phone at +1 669 900 9128



Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce



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ÚNETE A NOSOTROS! Ayúdanos a planificar el futuro de la fuerza laboral del Valle



FORO COMUNITARIO SUBREGIONAL DEL VALLE SUR

SEGUIMIENTO DE RESULTADOS DE EQUIDAD PARA LOS PROGRAMAS DE LA FUERZA LABORAL DEL VALLE CENTRAL

Presentado por la Junta de la Fuerza Laboral de Merced



1 de diciembre, 2022 | 3:00 pm | Junta Virtual



LA VOZ DEL VALLE CENTRAL ES VITAL

En todo el Valle Central, ocho Juntas del Desarrollo de la Fuerza Laboral han desarrollado la siguiente declaración de equidad:

“LAS JUNTAS LOCALES DEL VALLE CENTRAL ESTÁN COMPROMETIDOS CON LA DIVERSIDAD, LA INCLUSIÓN, EQUIDAD Y ACCESO EN CADA ASPECTO DE SUS OPERACIONES Y PROGRAMAS”

Se invita a la comunidad a unirse a las partes interesadas del sistema laboral, las empresas y otras personas de la comunidad a medida que definimos los resultados de equidad que nos gustaría lograr.



Reserva la Fecha

Presentado por la Junta de la Fuerza Laboral de Merced

Foro Comunitario Subregional: Seguimiento de Resultados de Equidad de los Programas de la Fuerza Laboral del Valle Central

Cuando: : Jueves, 1 de diciembre, 2022 de 3:00 pm - 4:00 pm

Dónde: Únete a nosotros en la computadora por Zoom en la página: <https://tinyurl.com/mpeph2wu> o por telefono al +1 669 900 9128



Coordinado por el Departamento de la Fuerza Laboral del Condado de Stanislaus | stanworkforce.com | (209) 558-2100 | @stanworkforce

Este programa está totalmente financiado con el otorgo de Implementación del Plan Regional 4.0 por un total de \$326,805 (100%) y es un empleador/programa de igualdad de oportunidades. Las ayudas y los servicios auxiliares están disponibles a pedido de las personas con discapacidades.

America's **JobCenter**
of CaliforniaSM



<p align="center">PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 2021-24 REGIONAL PLAN</p>

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

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

SIGNATURE PAGE

The following signatures represent approval of the San Joaquin Valley Regional Planning Unit's 2023 Biennial Modification to the PY 2021-24 Regional Plan by the eight workforce development Boards that comprise the region.

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

Local Board Chair	Date

For the **Kern County Employers' Training Resource**:

Local Board Chair	Date

For the **Kings County Job Training Office**:

Local Board Chair	Date

For the **Madera County Workforce Investment Corporation**:

Local Board Chair	Date

SIGNATURE PAGE (cont.)

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

<div style="display: flex; justify-content: space-between;"> Local Board Chair Date </div>

For the **San Joaquin County Employment and Economic Development Department**:

<div style="display: flex; justify-content: space-between;"> Local Board Chair Date </div>

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

<div style="display: flex; justify-content: space-between;"> Local Board Chair Date </div>

For the **Workforce Investment Board of Tulare County**:

<div style="display: flex; justify-content: space-between;"> Local Board Chair Date </div>

Kern, Inyo & Mono Workforce Development Board PBS Committee Attendance 2022					
P = Present	U=unexcused	X=Cancelled			
A = Excused Absence		2/3/22	5/12/22	9/8/22	11/10/22
First	Last	PBS	PBS	PBS	PBS
Leo	Bautista	X	A	x	P
Richard	Chapman	X	P	x	P
Stacy	Ferreira	X	A	x	RESIGNED
Nick	Hill III	X	P	x	P
Brian	Holt	X	A	x	P
Teresa	Hitchcock	X	P	x	P
Linda	Parker*	X	P	x	P
Alissa	Reed	X	P	x	A
Jeremy	Tobias	X	P	x	P
Arleana	Waller*	X	P	x	A
*Non-WDB					

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD AND
COMMITTEES' MEETING SCHEDULE
CALENDAR YEAR 2023**

Program and Business Services Committee

America's Job Center of California – Bakersfield, 1600 East Belle Terrace,
Bakersfield, Second Floor

Thursday, February 16, 2023, 8:00 a.m.
Thursday, May 11, 2023, 8:00 a.m.
Thursday, August 31, 2023, 8:00 a.m.
Thursday, November 16, 2023, 8:00 a.m.

Youth Committee

America's Job Center of California – Oildale Affiliate, **1215 Olive Dr. Suite C,
Bakersfield**

Wednesday, March 1, 2023, 3:00 p.m.
Wednesday, May 17, 2023, 3:00 p.m.
Wednesday, September 13, 2023, 3:00 p.m.
Wednesday, November 29, 2023, 3:00 p.m.

Executive Committee

America's Job Center of California – Bakersfield, 1600 East Belle Terrace,
Bakersfield, Second Floor

Thursday, March 2, 2023, **3:00** p.m.
Thursday, May 25, 2023, **3:00** p.m.
Thursday, September 21, 2023, **3:00** p.m.
Thursday, December 7, 2023, **3:00** p.m.

Workforce Development Board

America's Job Center of California – Oildale Affiliate, **1215 Olive Dr. Suite C,
Bakersfield**

Wednesday, March 8, 2023, 7:00 a.m.
Wednesday, May 31, 2023, 7:00 a.m.
Wednesday, October 4, 2023, 7:00 a.m.
Wednesday, December 13, 2023, 7:00 a.m.