



WORKFORCE DEVELOPMENT BOARD

March 8, 2023
7:00 A.M.





**KERN, INYO & MONO COUNTIES
WORKFORCE DEVELOPMENT BOARD
AGENDA**

MARCH 8, 2023

Location: 1600 E. Belle Terrace – **Café 1600**
Time: 7:00 a.m.
Dial-in: (831) 296-3421
Access Code: 542 456 477#

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| <p>I.</p> <p>II.</p> <p>III.</p> <p>IV.</p> <p>V.</p> <p>1-4</p> <p>2-111</p> <p>112-113</p> <p>114-120</p> <p>121-128</p> | <p>Call to Order</p> <p>Introductions</p> <p>Public Comments</p> <p>This portion of the meeting is reserved for persons to address the Board on any matter not on this agenda but under the jurisdiction of the Board. Board 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 Board at a later meeting. Also, the Board may take action to direct the staff to place a matter of business on a future agenda. SPEAKERS ARE LIMITED TO THREE MINUTES.</p> <p>Presentation</p> <ul style="list-style-type: none"> • Café 1600 <p>Consent Agenda</p> <p>If a member of the audience wishes to comment or ask questions regarding an item or items on the consent agenda, they may do so prior to a vote being taken on the consent agenda. A member of the Board may remove any item from the consent agenda and it will be considered in the listed sequence with an opportunity for any member of the public to address the Board concerning the item before action is taken.</p> <p>A. Approval of the December 14, 2022, Meeting Minutes</p> <p>B. Two-Year Modification to the Local and Regional Plans</p> <p>C. High Road Training Partnerships – Resilient Workforce Program Grant</p> <p>New Business</p> <p>A. Funding Recommendations for In-School and Out-Of-School Youth Programs Funded Under the Workforce Innovation and Opportunity Act for Program Year 2023-24 – Action Item</p> <p>B. Notification of Travel Opportunity: CWA Annual Spring Conference</p> <p>C. Budget Update</p> <p>Director's Report</p> <p>A. America's Job Center of California Update</p> <p>B. Marketing Presentation</p> <p>C. One-Stop Operator Report</p> <p>Board Member Comments</p> <p>A. Economic Development Report</p> <p>B. Open Discussion</p> |
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IX. Miscellaneous Filings

- 129-130 A. Draft Program and Business Services Committee February 16, 2023, Meeting Minutes
- 131-132 B. Draft Youth Committee March 1, 2023, Meeting Minutes
- 133-134 C. Draft Executive Committee March 2, 2023, Meeting Minutes
- 135-137 D. Employment Development Department Fiscal and Procurement 85% Formula Grant Fiscal Year 2019-20 Final Monitoring Report, dated May 2, 2022
- 138-139 E. Employment Development Department Workforce Innovation and Opportunity Act (WIOA) Program Year 2019-20 Program Review Final Monitoring Report, dated April 8, 2021
- 140-142 F. Employment Development Department Workforce Innovation and Opportunity Act (WIOA) Program Year 2020-21 Program Review Final Monitoring Report, dated November 9, 2022
- 143-144 G. Employment Development Department Workforce Innovation and Opportunity Act (WIOA) Section 188 Nondiscrimination and Equal Opportunity Provisions Annual Compliance Monitoring Review Final Report Program Year (PY) 2020-21, dated December 14, 2020
- 145- H. La Cooperativa Campesina de California Oversight Review of Workforce Innovation and Opportunity Act (WIOA) Program, Financial and Procurement Management Systems for Program Year (PY) 2021-2022, dated May 25, 2022
- 146-148 I. Fresno Regional Workforce Development Board Final Determination Program and Financial Review Program Year 2021-2022 HRCC: SB1 Valley Build, dated July 7, 2022
- 149-155 J. Kern, Inyo and Mono Workforce Development Board and Committee's Attendance Reports
- 156 K. Kern, Inyo and Mono Workforce Development Board and Committees' Meeting Schedule for Calendar Year 2023

Disabled individuals who need special assistance to attend or participate in a meeting of the Workforce Development Board may request assistance at Employers' Training Resource, 1600 East Belle Terrace, Bakersfield, California, or by calling (661) 336-6893. Every effort will be made to reasonably accommodate individuals with disabilities by making meeting materials available in alternative formats. Requests for assistance should be made at least three (3) working days in advance whenever possible.

All agenda item supporting documentation is available for public review at Employers' Training Resource, 1600 East Belle Terrace, Bakersfield, 93307 during regular business hours, 8:00 a.m. - 5:00 p.m., Monday through Friday, following the posting of the agenda. Any supporting documentation that relates to an agenda item for an open session of any regular meeting that is distributed after the agenda is posted and before the meeting will also be available for review at the same location.

Please remember to turn off all cell phones, pagers, or electronic devices during the meeting.

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD
DISCUSSION AND ACTION ITEMS
DECEMBER 14, 2022**

Members Present: Alissa Reed, John Adams, Laura Barnes, Leo Bautista, Kelly Bearden, Richard Chapman, Trudy Gerald, Steven Gomez, Greg Gutierrez, Nick Hill, Teresa Hitchcock, Brian Holt, Ian Journey, Gregory Knittel, Dean McGee, Anita Martin, Randy Martin, Brenda Mendivel, John Moralez, Clare Pagnini, Norma Rojas-Mora, Shelly Tarver, Jeremy Tobias, and Todd Yepez.

Members Absent: Chris Gonzalez, John Means, Jay Tamsi, Priscilla Varela, and Michelle Warren.

Staff Present: Michael, Saltz, Aaron Ellis, Danette Williams, Candy Gettman, Anne Meert, Jeremy Shumaker, Michelle Pando, and Marsha Manos.

Guests Present: Jim Keene, Gary Baudette, Joe Cantu, Gustavo Alatorre, Dan Ramirez, Karine Kannekiberg, Kristen Watson, and Brian Van Wyk.

* unexcused

Alissa Reed called this virtual meeting to order at 7:04 a.m. via Microsoft Teams.

Introductions

Marsha Manos did a roll call of members. Staff and guests introduced themselves.

Resolution Authorizing the Workforce Development Board to Conduct Remote Teleconference Meetings

Jeremy Shumaker informed the Board that to conduct the meeting the committee would need to adopt the Resolution authorizing the committee to meet. Brenda Mendivel made a motion to accept the staff's motion to approve. Todd Yepez seconded the motion. Marsha Manos polled the Board for their votes. All ayes. The motion carried.

Public Comments

There were no additional comments from the public.

Presentation

Tribute to Workforce Development Board member John Spaulding upon his passing.

Consent Agenda

Teresa Hitchcock made a motion to approve the following items:

- Approval of the October 19, 2022, Meeting Minutes
- Authorization to issue Request for Proposals for Workforce Innovation and Opportunity Act Youth Programs for Program Year 2022-23
- 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

- Authorization to Issue Request for Refunding for WIOA-Funded Transitional Jobs Programs Recommended under Procurement Issued August 13, 2021, and Approved On November 3, 2021

Todd Yepez seconded the motion. Marsha Manos polled the Board for their votes. All ayes. The motion carried.

Election of Workforce Development Board Officers

Teresa Hitchcock informed the Board the WDB provides for the election of officers and they serve one-year terms and may conserve consecutive terms. The current Chair Alissa Reed and Vice-Chair Leo Bautista have both expressed an interest in continuing to serve as officers in 2023. Randy Martin made a motion to accept Alissa Reed and Leo Bautista as Chair and Vice-Chair in 2023. Norma Rojas-Mora seconded the motion. Marsha Manos polled the Board for their votes. All ayes. The motion carried.

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

Jeremy Shumaker informed the Board that the 2023 Calendar of Workforce Development Board and Committee schedule of meetings was being brought before them for discussion and approval. Alissa Reed informed the Board that the Executive Committee had elected to change the time of their meeting to 3:00 p.m. instead of 4:00 p.m. Dean McGee made a motion to approve the 2023 calendar of meetings. Brenda Mendivel seconded the motion. Marsha Manos polled the Board for their votes. All ayes. The motion carried.

Grants and Waiver Update

Anne Meert informed the Board of the following updates:

Grants

La Cooperativa Grant: USDA Farmworker Relief Grant

ETR recently received \$554,400 from La Cooperativa Campesina de California (La Cooperativa) to administer the United States Department of Agriculture (USDA) Farmworker Relief Grant. This funding is to provide \$600 one-time payments to Kern County farmworkers. The enrollment goal for the program is 5,280, and the program period is from November 1, 2022, through October 31, 2024.

Microbusiness COVID-19 Relief Grant Program

The California Office of the Small Business Advocate (CalOSBA) has made funds available to California county governments to administer the California Microbusiness COVID-19 Relief Grant Program. The grant was to end on November 30, 2022 but has been extended to May 31, 2023. To date, 171 checks have been issued.

Regional Equity and Recovery Partnerships Grant

Michael Salts told the board that ETR, in partnership with members of the San Joaquin Valley and Associated Counties - Regional Planning Unit (SJVAC RPU), was awarded

the Regional Equity and Recovery Partnerships Grant (RERP). The grant award is \$4,900,000, and ETR will receive the amount of \$1,006,948. The grant term is from December 1, 2022, through September 30, 2025.

Waiver

Reimbursement of 90 Percent of On-the-Job Training Costs for Small Businesses

Anne Meert told the Board that ETR applied for a waiver to allow reimbursement of up to 90 percent of on-the-job training costs for businesses with 50 or fewer employees. The waiver was submitted on November 14, 2022, approved by the Employment Development Department (EDD) on November 18, 2022, and can be used for Program Year 2022-2023.

Local and Regional Plans PY 21-24 Two-Year Modifications

Michael Saltz informed the committee that WIOA requires the Local Workforce Development Area, being the Kern, Inyo and Mono Counties Consortium and the Regional Planning Unit, to prepare the two-year modification of the Local and Regional Plans. Each plan serves as the two-year modification for Program Year 2021-2024 (July 1, 2021, to June 30, 2025), and will be submitted to the California Workforce Development Board on or before March 31, 2023. The Local planning forum was held on November 9, 2022, the Regional Community Stakeholder forum was held on November 2, 2022, and a Spanish forum was held on December 1, 2022. The KIM Counties Consortium's Community and Stakeholder Planning Forums had the highest participation rate in the region.

Director's Report

Teresa Hitchcock confirmed that ETR received the RERP grant and it is being used to try to get more healthcare workers into the field. Teresa mentioned that there would be additional funding in this area that will be coming available and that ETR would be competing for that funding. Teresa said that the construction trades continue to be impacted and that ETR will be receiving more funding for that as well.

Danette Williams provided the Board with an overview of the year-end activities. Danette also mention that the next Workforce Development Board meeting will be held at Café 1600 and gave the members an opportunity to decide if they wanted to have the meeting in the morning and have breakfast or in the afternoon for lunch.

Gary Baudette provided the Board with a brief overview of the AJCC Partner meeting.

Committee Member Comments

Richard Chapman informed the board that the Energy Summit the previous month was very successful. Richard said that the State of the County will be held in person on January 31, 2023, at the Kern County Fair Grounds. The KCSOS East Kern Career Expo will be held in Mojave on March 3, 2023. KIK will be receiving a \$100k grant that will fund 20 interns.

Kelly Bearden mentioned that Bob Meadows would be on the webinar later in the day.

Teresa Hitchcock thanked Richard for his internship program and talked about how important the program is for the youth. Teresa also mentioned that KCCD had an apprenticeship for In-School-Youth and asked Trudy Gerald to elaborate. Trudy Gerald stated that KCCD is making a big push for internships in the healthcare and energy fields as well as others. In an effort to build pathways into these fields. Trudy also mentioned that there are several different models that they were working on.

Gustavo Alatorre informed the Board that the Subsequent Designation application is due in March every three years. The Directive is being worked on at this time. Gustavo also said that the Single Audit is due in March.

Miscellaneous Filings

The committee was provided with the following documents for review:

- Status of Subgrantee Monitoring Reports
- Status of Subgrantee Audits
- Employers' Training Resource First Quarter Enrollment Plan vs. Actual September 2022
- Employment Development Department 85% Formula Grant Fiscal Year 2021-22 Final Monitoring Report dated November 21, 2022
- Kern, Inyo and Mono Counties Workforce Development Board/Youth Committee Travel Budget Report
- Draft Program and Business Services Committee November 10, 2022, Meeting Minutes
- Draft Youth Committee November 30, 2022, Meeting Minutes
- Draft Executive Committee December 8, 2022, Meeting Minutes
- Kern, Inyo and Mono Workforce Development Board and Committee's Attendance Reports

As there was no further business the meeting was adjourned at 8:26 a.m.

March 8, 2023

Kern, Inyo and Mono
Workforce Development Board
1600 E. Terrace
Bakersfield, CA 93307

TWO-YEAR MODIFICATION TO THE LOCAL AND REGIONAL PLANS

Dear Board 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 and Regional Plans were available for review online at www.etronline.com and www.americasjobcenterofkern.com. Furthermore, paper copies of the plans were available at ETR and America's Job Center of California 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 were easily usable by the public and the public had 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. today. Persons who wished to comment on the two-year modifications to the plans were 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

Via email at:

WIOALocalPlan@kerncounty.com and
WIOARegionalPlan@kerncounty.com

In writing to:

Jeremy Shumaker, CAO Manager – Administrative Division, ETR
1600 East Belle Terrace, Bakersfield, CA 93307.

By telephone to:

Jeremy Shumaker at (661) 325-4473.

In person by attending a public forum that was held during KIM Program and Business Services Committee's meeting on Wednesday, February 16, 2023, at 8:00 a.m. American Sign Language and Spanish interpreters were available at the meeting.

There were no public comments made to either the Draft Two-Year Modifications to the Local Plan or the Regional Plan.

Therefore, IT IS RECOMMENDED that your Board approve the Two-Year Modification to the Local Plan for Program Years 2021 – 2024 and the Two-Year Modification to the Regional Plan for Program Years 2021 – 2024.

Sincerely,

A handwritten signature in black ink, appearing to read 'Teresa Hitchcock', with a long, sweeping horizontal line extending to the right.

Teresa Hitchcock
Assistant County Administrative Officer

TH:ms
Attachments

Kern, Inyo and Mono Counties Workforce Development Board

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



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|----------|--|
| 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 |

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|---|---|
| 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 providers, 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 KDCSS and Family Law Facilitator at a central location for child support, custody, and/or visitation issues. KDCSS 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. KDCSS 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.

KDCSS supports the KIM WDB by working with CBOs to provide training and offering services. KDCSS 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.

KDCSS 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, KDCSS will use the OSC seek-work order progress as an incentive to increase marketable skills employers need and secure employment. KDCSS 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

Jeff Flores

Name

Name

Chair

Chairman of the Board

Title

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.

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| 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

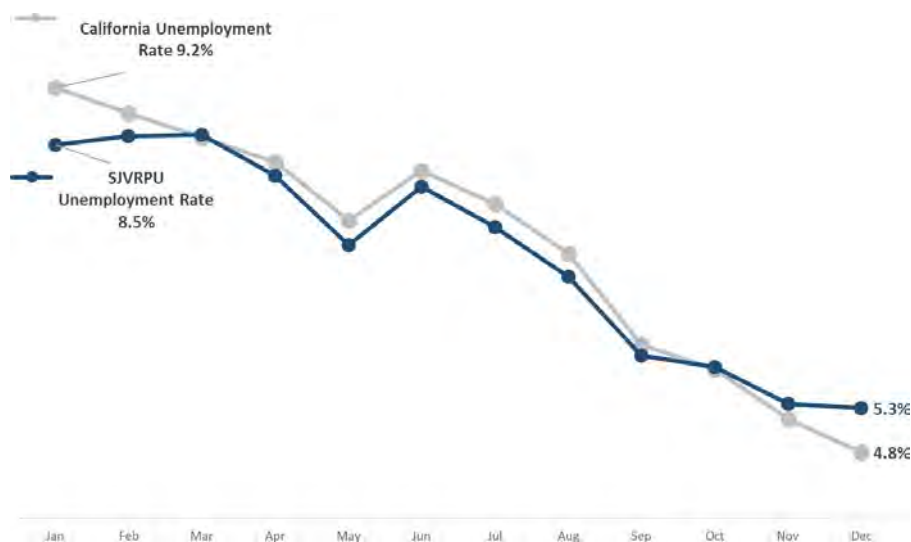
SJVAC RPU's unemployment rates were in a downward trend in 2021, on par with the unemployment rate across the State. The SJVAC RPU unemployment rate went from 8.5% in January 2021 to 5.3% in December 2021. The California unemployment rate went from 9.2% in January 2021 to 4.8% in December 2021.

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.

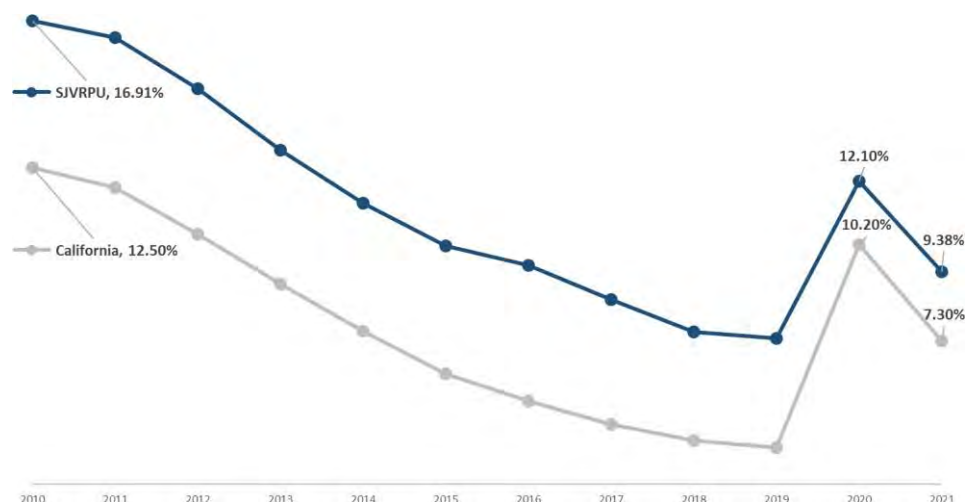
Table 1: SJVAC RPU Unemployment Totals and Rates by Region (2021 Annual)

| 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

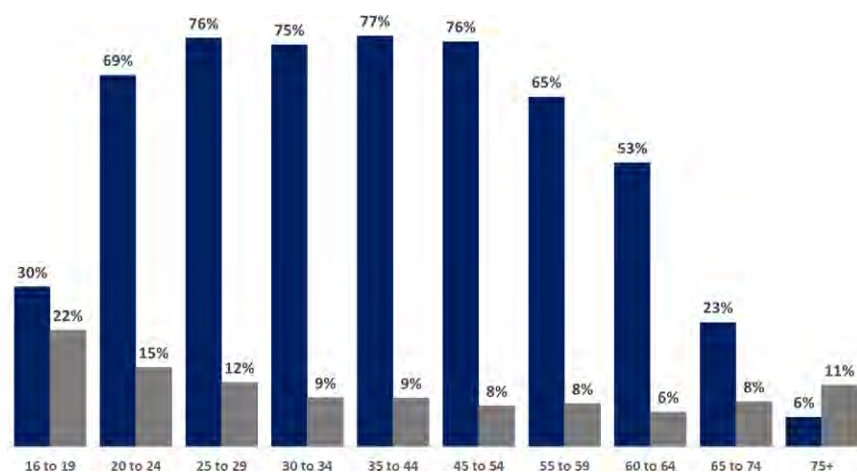


Source: BLS Local Area Unemployment Statistics, 2010-2021. The data present is not adjusted for seasonality.

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.

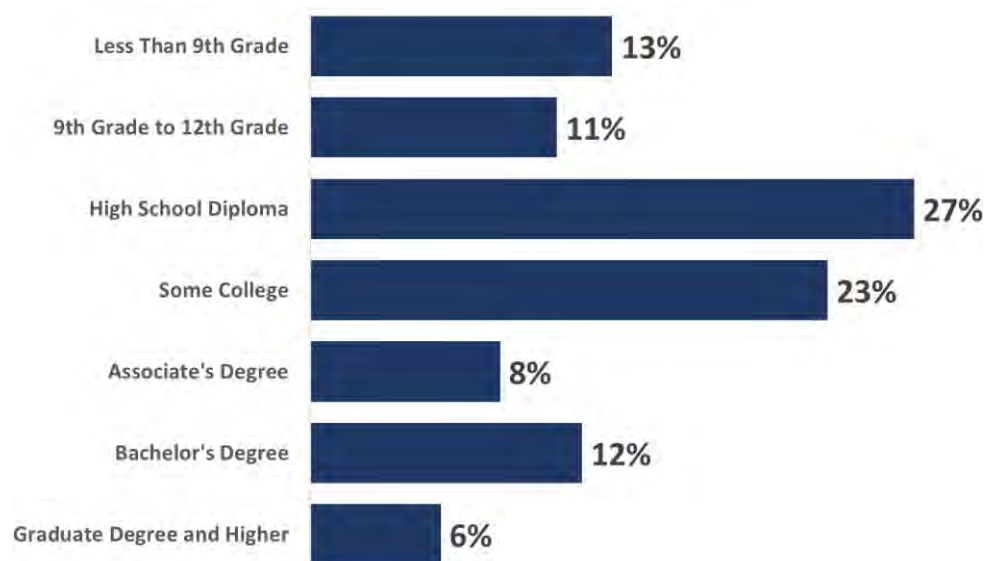
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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).

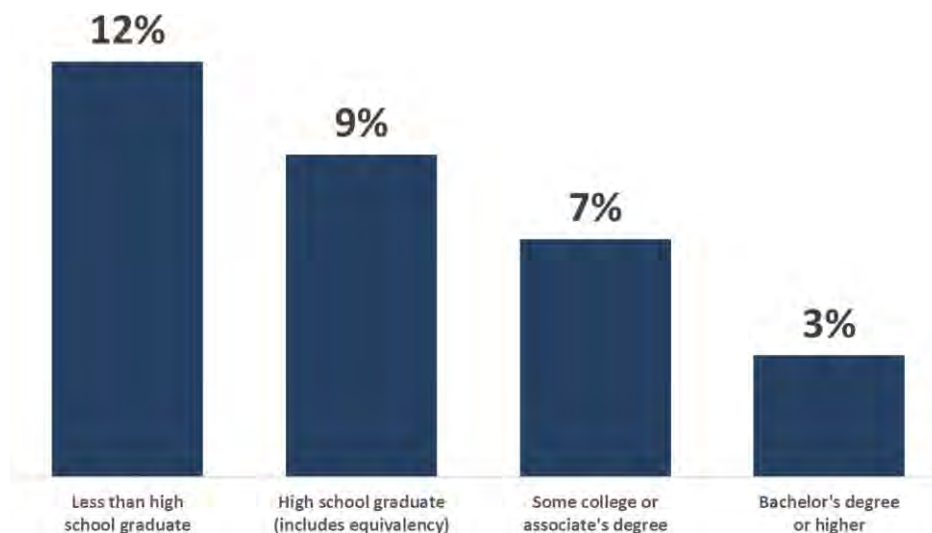
Figure 4. SJVAC RPU Educational Attainment, Age 25-64



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 |
|-----|----------------------------|

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.

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| 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.

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| 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.

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

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| 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.

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| 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.

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| Regional Service Strategies |
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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.

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| 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.

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| VII. PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24 |
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Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the 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.

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| 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 |
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| 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. |

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| 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. |

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| 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. |

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|----------------------------------|------------------------------------|------------------|---------------------------------|
| 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

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 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



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.

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 | [f](https://www.facebook.com/stanworkforce) [in](https://www.linkedin.com/company/stanworkforce) @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



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

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

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| 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**:

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|-------------------|------|
| | |
| Local Board Chair | Date |

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| SIGNATURE PAGE (cont.) |
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For the **Merced County Workforce Development Board**:

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| <table style="width: 100%;"> <tr> <td style="width: 70%;">Local Board Chair</td> <td style="width: 30%;">Date</td> </tr> </table> | Local Board Chair | Date |
| Local Board Chair | Date | |

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

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|---|-------------------|------|
| | | |
| <table style="width: 100%;"> <tr> <td style="width: 70%;">Local Board Chair</td> <td style="width: 30%;">Date</td> </tr> </table> | Local Board Chair | Date |
| Local Board Chair | Date | |

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

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| <table style="width: 100%;"> <tr> <td style="width: 70%;">Local Board Chair</td> <td style="width: 30%;">Date</td> </tr> </table> | Local Board Chair | Date |
| Local Board Chair | Date | |

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

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|---|-------------------|------|
| | | |
| <table style="width: 100%;"> <tr> <td style="width: 70%;">Local Board Chair</td> <td style="width: 30%;">Date</td> </tr> </table> | Local Board Chair | Date |
| Local Board Chair | Date | |



March 8, 2023

Kern, Inyo and Mono
Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

HIGH ROAD TRAINING PARTNERSHIPS – RESILIENT WORKFORCE PROGRAM GRANT

Dear Board 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 some members of the San Joaquin Valley and Associated Counties - Regional Planning Unit (SJVAC 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, and 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 ETR intends to seek up to \$5,500,000 for its project. The ETR 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.

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

In addition, ETR's project will build pathways to healthcare jobs in collaboration with local labor unions, community colleges, and California State Universities located throughout Kern County, and multiple healthcare employers.

Therefore, IT IS RECOMMENDED that your Board approves Employers' Training Resource's partnership with the some of the SJVAC – RPU on its application for the High Road Training Partnerships - Resilient Workforce Program grant.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Teresa Hitchcock', written in dark ink.

Teresa Hitchcock
Assistant County Administrative Officer

TH:ms

March 8, 2023

Kern, Inyo and Mono
Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

FUNDING RECOMMENDATIONS FOR IN-SCHOOL AND OUT-OF-SCHOOL YOUTH PROGRAMS FUNDED UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT FOR PROGRAM YEAR 2023-24

Dear Board Member:

At your meeting on December 19, 2022, your Board approved a Request for Proposals (RFP) process for In- and Out-of-School Youth (ISY and OSY) comprehensive programs under the Workforce Innovation and Opportunity Act (WIOA) for Program Year (PY) 2023-24.

While Employers' Training Resource has not yet been notified of youth funding amounts for PY 2023-24, we are proceeding with funding recommendations. Our youth allocation for the current PY is \$6,049,887 and we anticipate funding for PY 2023-24 to be similar. The final funding recommendations may be adjusted before the contracts are executed depending on the actual funding ETR receives and the amount of funding ETR will be able to carry over.

The funding opportunities were divided into two categories under the PY 2023-24 RFP:

1. Comprehensive ISY programs to serve youth in Community, Continuation, or Court Schools.
2. Comprehensive OSY programs providing a full array of services directly or via referral.

Applicants were asked about their capability and demonstrated ability serving the youth/young adult population; feasibility of their program design in relation to their outreach efforts and the 14 Elements of Service; performance outcomes under WIOA or other funding streams in relation to this population; and their program costs (budget) in relation to their proposed services. The In-School Youth programs were capped at \$5,000 cost per participant, but the Out-of-School Youth programs had no associated caps.

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

Per ETR's procurement policy, the RFP applications were reviewed by a committee of three volunteer evaluators, who reviewed the RFP applications in terms of the following criteria:

- Necessity and reasonableness of costs;
- Demonstrated success in the provision of services, participant outcomes, and goals;
- Overall program design;
- Ability to manage/track participant activities, maintain fiscal integrity and meet performance indicators; and
- Accessibility of services from the proposers.

To assist the evaluators, staff provided performance reports for those proposers, who had received WIOA funding from ETR in prior years. In addition, staff provided a funds utilization report, which showed if the agency had returned any funds from prior year awards.

The evaluation committee made the following recommendations:

Kern County Superintendent of School (KCSOS), ISY Program – \$311,521 for 67 participants

Kern High School District (KHSD), ISY Program - \$300,000 for 100 participants

Open Door Network, ISY Program - \$218,944 for 44 participants

Equus (dba Arbor), OSY Program - \$416,650 for 50 participants

Career Team, OSY Program - \$161,000 for 50 participants

FIELD, OSY Program - \$249,000 for 30 participants

Kern High School District, OSY Program - \$428,000 for 80 participants

Kern Community College District (KCCD), OSY Program - \$500,000 for 65 participants

Proteus, OSY Program - \$285,000 for 50 participants

West Kern Adult Education, OSY Program - \$460,350 for 60 participants

The total recommended for ISY program funding is \$830,465. The total recommended for OSY program funding is \$2,500,000 and the grand total for all youth programs is \$3,330,465.

Therefore, IT IS RECOMMENDED that your Board approve WIOA funding for Program Year 2023-24 in the amount of \$3,330,465 to the following: 1) KCSOS to provide ISY comprehensive services to 67 participants in the amount not to exceed \$311,521; KHSD to provide ISY comprehensive services to 100 participants in the amount not to exceed \$300,000; 3) Open Door Network to provide ISY comprehensive services to 44 participants in the amount not to exceed \$218,944; 4) Equus (dba Arbor) to provide OSY comprehensive services to 50 participants in the amount not to exceed \$416,650; 5) Career Team to provide OSY comprehensive services to 50 participants in the amount

not to exceed \$161,000; FIELD to provide OSY comprehensive services to 30 participants in the amount not to exceed \$249,000; 6) Kern High School District to provide OSY comprehensive services to 80 participants in the amount not to exceed \$428,000; 7) KCCD to provides OSY comprehensive services to 65 participants in the amount not to exceed \$500,000; 8) Proteus to provide OSY comprehensive services to 50 participants in the amount not to exceed \$285,000; and 9) West Kern Adult Education to provide OSY comprehensive services to 60 participants in the amount not to exceed \$460,350; and with awards subject to negotiations, funds available, and approval of the Kern County Board of Supervisors.

Sincerely,

A handwritten signature in black ink, appearing to read 'Teresa Hitchcock', with a long horizontal flourish extending to the right.

Teresa Hitchcock

Assistant County Administrative Officer

TH: mp

Attachments

FUNDING RECOMMENDATIONS
WORKFORCE INNOVATION & OPPORTUNITY ACT - YOUTH PROGRAMS
JULY 1, 2023 THROUGH JUNE 30, 2024

| AGENCY/ACTIVITY | Criteria Met | Funding Stream | Youth Funding Rec'd PY 2022-23 | PY 2022-23 Planned Participants | PY 2023-24 REQUESTED | Net Change in 2023-24 Request | Proposed # Participants | Proposed Cost per Participant | PY 2023-24 RECOMMENDED Funding | % of Requested Funding | RECOMMENDED # Participants | RECOMMENDED Cost Per Participant |
|---|--------------|---------------------|-----------------------------------|---------------------------------------|-------------------------|-------------------------------------|----------------------------|----------------------------------|--------------------------------------|---------------------------|-------------------------------|--|
| Request for Funding - In-School Youth Programs | | | | | | | | | | | | |
| Kern County Superintendent of Schools | Yes | In-School Youth | \$270,031 | 65 | \$311,521 | \$41,490 | 67 | \$4,650 | \$311,521 | 100% | 67 | \$4,650 |
| Kern High School District | Yes | In-School Youth | \$441,789 | 100 | \$300,000 | -\$141,789 | 100 | \$3,000 | \$300,000 | 100% | 100 | \$3,000 |
| The Open Door Network | Yes | In-School Youth | \$0 | 0 | \$218,944 | \$218,944 | 44 | \$4,976 | \$218,944 | 100% | 44 | \$4,976 |
| Totals In-School | | | \$711,820 | 165 | \$830,465 | \$118,645 | 211 | \$3,936 | \$830,465 | 100% | 211 | \$3,936 |
| Request for Funding - Out-of-School Youth Programs | | | | | | | | | | | | |
| Criteria Met | | | | | | | | | | | | |
| Equus (dba Arbor) | Yes | Out-of-School Youth | \$0 | 0 | \$2,500,000 | \$2,500,000 | 300 | \$8,333 | \$416,650 | 17% | 50 | \$8,333 |
| Career Team LLC | Yes | Out-of-School Youth | \$0 | 0 | \$2,500,000 | \$2,500,000 | 775 | \$3,226 | \$161,000 | 6% | 50 | \$3,220 |
| FIELD | Yes | Out-of-School Youth | \$0 | 0 | \$1,118,923 | \$1,118,923 | 80 | \$13,987 | \$249,000 | 22% | 30 | \$8,300 |
| Kern Community College District-Bakersfield College | Yes | Out-of-School Youth | \$500,000 | 65 | \$500,000 | \$0 | 65 | \$7,692 | \$500,000 | 100% | 65 | \$7,692 |
| Kern High School District | Yes | Out-of-School Youth | \$1,426,720 | 160 | \$2,022,923 | \$596,203 | 210 | \$9,633 | \$428,000 | 21% | 80 | \$5,350 |
| Proteus | Yes | Out-of-School Youth | \$0 | 0 | \$399,836 | \$399,836 | 70 | \$5,712 | \$285,000 | 71% | 50 | \$5,700 |
| West Kern Adult Education Network JPA | Yes | Out-of-School Youth | \$769,719 | 100 | \$769,719 | \$0 | 100 | \$7,697 | \$460,350 | 60% | 100 | \$4,604 |
| Totals Out-of-School | | | \$2,696,439 | 325 | \$9,811,401 | \$7,114,962 | 1600 | \$6,132 | \$2,500,000 | 25% | 425 | \$5,882 |
| Total Youth | | | \$3,408,259 | 490 | \$10,641,866 | \$7,233,607 | 1,811 | \$5,876 | \$3,330,465 | 31% | 636 | \$5,237 |

Out-of-School % 75%
In-School % 25%

In-School Youth Programs Recommended for Funding:

The Open Door Network (TODN)

The Open Door Network proposes to serve 44 youth, aged 16-21, who are homeless, foster or former foster youth, low-income, and/or victims of crime. Open Door proposes the Human Potential Workforce Development Program which shall be comprised of three stages: Exploration, Building, and Culmination. Participants will move through each stage, exploring their education and career options, building up their skills and experience, and endeavoring in a project that will allow them to put their skills and experience to use. Participants will be assisted by their Case Manager, their assigned adult mentor, as well as staff of TODN and will receive the required 14 elements of service. After exit, participants will continue to receive follow-up services for at least 12 months to ensure they continue on their path of pursuing education and/or employment.

Kern High School District (KHSD)

Kern High School District's Quest for Success program will serve 70 participants from continuation schools and alternative education programs. Participants will receive enhanced employability and life skills education followed by subsidized work experience. Participants will be monitored for school attendance and academic progress throughout the duration of the program. Financial incentives, paid work experience, and supportive services will be made available to Quest for Success participants to provide motivation to stay in school and earn a high school diploma.

Kern County Superintendent of Schools (KCSOS)

KCSOS proposes to serve 67 participants who are foster youth, homeless, justice-involved, pregnant or parenting, or youth with disabilities attending Court and Community schools throughout Kern County. The JobsPlus! program's focus is to ensure that the participants are prepared for the real "World of Work" and can transition into adulthood successfully. JobPlus! will provide assessment, mentoring, coaching, educational assistance, career readiness, and internships/work-based learning. Career Associates and program staff support encourage youth to stay in school, attain basic work-readiness skills, graduate from high school, and enroll in college/trade school and/or enter into an entry level job. The program core competencies and mentoring are embedded to foster positive relationships with JobsPlus! staff and help at-risk youth develop the value of self-worth. The participants will complete a Senior Seminar course designed to address skill gaps as well as provide transitioning support. Participants are given instruction in soft skills, college enrollment, and career planning. Areas of focus include resume writing, portfolio building, interviewing skills, job shadowing, industry tours, team-building activities, networking, service learning, business writing, etiquette training, dress-for-success, financial management, career exploration, and leadership. Upon completion participants will receive an industry-recognized certificate and may complete a paid internship with a partner employer.

Out-of-School Youth Programs Recommended for Funding:

Farmworker Institute of Education and Leadership Development (FIELD)

FIELD proposes to serve 80 youth, ages 18-24, and FIELD will provide educational services, workforce training services, paid employment, case management, and financial literacy. Participants will have the opportunity to earn a high school diploma from FIELD's EPIC de Cesar Chavez High School, which will also provide English as a Second Language for all the English language learners. FIELD will also provide Career Technical Education (CTE) training in 8 different pathways including firefighting, solar installation,

construction, agriculture, national resources, early childhood education, recycling and business ownership. FIELD will also provide participants with paid work experience opportunities along with case management and counselors to ensure program participants are provided the support needed to be successful.

Arbor dba Equus Workforce Solutions

Equus will serve 50 participants who are high school dropouts, homeless, justice-involved, foster youth or aging/aged out of foster care, pregnant or parenting, or low-income youth/young adults in the following communities: Wasco, McFarland, Delano, Arvin, Lamont, Bakersfield, Buttonwillow, California City, Tehachapi, Shafter, Edison, Lamont, Kern River Valley, Lamont, Shafter, Ridgecrest and greater Taft. Their program, Design Your Future (DYF), is a career pathway development program that aligns the needs of employers with the participants' skills to assist the youth in obtaining a quality job. DYF is evidenced-informed, participant-centered, and built upon career pathway development and the WIOA 14 elements. DYF has customized case management and life coaching as well as tailored workshops for job readiness, leadership and civic responsibility. Participants will have free access to the Essential Education Suite that includes GED Academy, Computer Essentials, Money Essentials and Workforce Essentials as well as access to LinkedIn Learning.

Proteus, Inc.

Proteus OSY Program will serve 50 participants and will utilize the OSY Program Model, which is customer-focused and dedicated to providing opportunities for youth to acquire the educational and skill competencies necessary for successful transition into adulthood, careers, future education, and training. It is a two-pronged approach engaging youth with employer-driven, work-based learning components and on-going counseling to emphasize the benefits of continuing education. The agency has developed strong partnerships with government, schools and local agencies and has a referral system in place to help meet the needs of the participants.

West Kern Adult Education Network

West Kern will serve 100 participants between the ages of 18 and 24, who have one or more of the following barriers: basic skills deficient, disabled, English language learners, school dropout, homeless, runaway, foster child, pregnant or parenting, justice-involved, and/or low-income individuals. This program focuses on collaboration with community partners to provide work-based learning, work experience and educational opportunities to disconnected youth in Taft, Maricopa, Dustin Acres, Valley Acres, Derby Acres, McKittrick, Fellows, Elk Hills, Tupman, South Taft, Ford City and Taft Heights. West Kern Youth at Work promotes educational and career pathways through academic counseling, on-site training, assessments, GED, post-secondary education and CTE training.

Kern Community College District (KCCD)

KCCD proposes to serve 65 out-of-school disengaged youth in communities of Arvin, Southeast Bakersfield, Delano, Lamont, Lost Hills, McFarland, Shafter and Wasco. The Student Outreach and Academic Reintegration (SOAR) program will recruit participants through the Bakersfield College Rural Initiatives program and established partnerships with community programs, education partners, and the Adult School. Participants will be enrolled in Bakersfield College (BC) and the case managers will complete an Individual Service Strategy (ISS) that will develop an individualized plan to provide access to the needed essential elements and skills. SOAR staff will assist disadvantaged youth to be successful in school, access job training and higher education opportunities, and gain the knowledge and skills required to enter high wage career pathways.

Kern High School District

Kern High School District will serve 80 participants in Kern Works!. Kern Works! will provide high school graduates and non-graduates career exploration during orientation to ascertain the youth's interests and develop an Individual Service Strategy (ISS). Youth lacking in skills are provided vocational training based upon their interests and ISS. Vocational training is offered in: Office Skills; Medical Front Office; Warehouse/Logistics; Licensed Vocational Nurse; Healthcare Support Occupations; Medical Assistant; Nurse Assistant; and Culinary Arts. Youth will attend "Before You Work" workshops designed to teach them how to maximize their time at the worksite with the goal to provide the youth with the knowledge to successfully navigate the workplace, learn how to appropriately ask for assistance, identify potential mentors, and to maximize their potential for hire. Staff will then match the participant to worksites. Participants may work up to 1,000 hours of paid work experience in their chosen industry.

Career Team

Career Team will serve 50 participants, ages 18-24, who reside in Kern County. Career Team utilizes Career EDGE technology platform, whose content features Life Success, Student Success and Career Success. Its interactive tools include career exploration, assessments and virtual reality interviews customized to the specific needs of communities, occupations, and work-based learning. The program design addresses all 14 WIOA Youth Program components with enhancements through Career EDGE to provide outcomes. Youth enroll virtually and access Career EDGE resources and learning modules such as Financial literacy, life skills, diversity, equity and inclusion, and soft skills. The program will deliver Basic Career Services, Individualized Career Services, and Follow-up services to eligible customers.

March 8, 2023

Kern, Inyo and Mono
Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

NOTIFICATION OF TRAVEL OPPORTUNITY: CWA ANNUAL SPRING CONFERENCE

Dear Board Member:

This is to notify you of the opportunity to attend the California Workforce Association's (CWA) 32nd Annual Spring Conference in San Diego. This year's event, WORKCON 2023: Clarity Through Action, acknowledges the fact that there might be a "fog" over our economy, and it might be hard to predict what 2023 or beyond might bring. The event will highlight innovative and strategic collaborations, partnerships, programs, ideas, and principals which will showcase the incredible work of California's Workforce Development Boards (WDB), community-based organizations, educational entities, Workforce Innovation and Opportunity Act (WIOA) partners, and all those invested in the success of their local communities and the people who live in them.

The conference will be held May 31–June 2, 2023 at the Westin San Diego Gas Light Quarter. Early Bird registration ends April 14. If you wish to attend under your Board and Committee Travel Policy and Procedures, please complete the attached application for consideration. As a reminder, members requesting sponsorship of the conference costs must be in good standing. Those who represent a WIOA partner agency or non-business organization must provide verification that the agency/organization will/will not pay for all/part of the expenses. It is encouraged that costs be paid with other funds or shared prior to asking for WDB sponsorship. Your Board does have a Travel Budget of \$10,000 available for Program Year 2022 and, to date, the full amount is available.

If you are interested in attending, you are encouraged to submit your Travel Request Form to Employers' Training Resource as soon as possible.

Sincerely,



Teresa Hitchcock
Assistant County Administrative Officer
Attachments

TERESA HITCHCOCK, ASSISTANT COUNTY ADMINISTRATIVE OFFICER

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



CWA'S 32nd ANNUAL SPRING CONFERENCE

WORKCON: CLARITY THROUGH ACTION!

May 31, 2023 - June 2, 2023

WORKCON 2023, designed and hosted by the California Workforce Association (CWA), will be highlighting innovative and strategic collaborations, partnerships, programs, ideas, and principals which will showcase the incredible work of CA's Workforce Development Boards, Community Based Organizations, Educational entities, WIOA partners, and all those invested in the success of their local communities and the people who live in them. WORKCON is CWA's Spring workforce practitioners conference, however anyone interested in helping people obtain sustainable employment will benefit from this conference.

This year's theme, **Clarity through Action**, acknowledges the fact that there might be a "fog" over our economy, and it might be hard to predict what 2023 or beyond might bring. Tech layoffs

Early Bird Rate Ends April 14, 2023

CWA Member price: \$749*

Non-Member price: \$849

*CWA Member Rate requires a discount code.
Please contact info@calworkforce.org

and layoffs in other sectors are making Californians nervous about what might be coming next. Economists are predicting an impending recession, however what can we do now? Only through action can we cultivate our desired outcomes. Let us not be idle and our thoughts stop us from acting. Let us be proactive in our strategies and we will see that through action your vision will be come clear.

Westin San Diego Gaslamp Quarter

Hotel Rate of \$199 per night for the evenings of 5/30 through 6/1. Rate available until May 2, 2023, or until sold out.

[Hotel Registration Link](#)

**Register
Now**

[Already registered?](#)



**KERN, INYO, MONO COUNTIES CONSORTIUM
WORKFORCE DEVELOPMENT BOARD AND COMMITTEE
TRAVEL POLICY AND PROCEDURES
(Covering Conference/Training/Seminar Attendance and Travel)**
[Adopted October 15, 2015]

1. PURPOSE

The Governor of California has designated the Kern, Inyo, Mono Counties Consortium (KIM) as a Local Workforce Development Area under the federal Workforce Innovation and Opportunity Act of 2014 (WIOA). The Workforce Development Board (WDB) and Standing Committees (SC) members are encouraged to attend events that will enhance their knowledge of local, State and Federal WIOA issues. Members can and should take advantage of the workshops and opportunities for networking to further their ability to contribute to the Board and Committees' effectiveness.

In an effort to minimize any financial hardships service on the WDB or SC may cause their members and in order to sponsor and encourage member participation at conferences, training and seminars, WIOA funds may be used to reimburse members for authorized expenses incurred during service to the WDB and SC. This policy sets forth the guidelines for such spending and reimbursement and is based on the County of Kern's travel, meal and lodging policy which is changed from time to time.

As limited funding will be made available for WDB and SC members to travel (the amount to be approved by the WDB annually), the WDB Chairperson will encourage and seek volunteers, approve requests, and make recommendations through the Executive Committee, as time permits. It is expected that non-business members (e.g., those members representing community-based organizations, education, labor, partner agencies, etc.) seek funding from their own agencies/organizations first. There may be occasions when sharing costs will be considered, particularly when agencies/organizations have a duality of purpose in the conference, training or seminar. Members who represent agencies/organizations and who have WIOA or other workforce funds available should use those funds prior to asking for WDB sponsorship.

2. MEMBER ELIGIBILITY TO REQUEST TRAVEL AND PRIORITY OF SERVICE

In order for travel requests to be considered, the member must:

- Be listed on the KIM WDB or SC roster on file at Employers' Training Resource (ETR) and the Kern County Board of Supervisors, as applicable;

- Be a member in good standing defined as unexpired term and meeting attendance requirements; and
- Have complied with the travel policy in the past, if applicable, including the requirement to provide a written and/or oral report at the next WDB or SC meeting following the conference, training or seminar.

To encourage broad participation, generally a member will be considered for one conference, training or seminar per year, and the number of attendees per event will be limited. Priority will be given to members whose costs will be shared by another entity, members more likely to benefit than other members (based on the training/seminar/conference topic), and officers of the WDB and SC.

Events which involve no cost are not covered by this policy. Members are encouraged to attend local events, participate in free webinars, and leverage other resources to expand their workforce development knowledge and to network.

Only approved training/seminars/conferences will be considered under this policy. All expenses must be justified to demonstrate that they are necessary and reasonable. Examples of allowed events include the California Workforce Association (CWA) Annual Youth Conference, Spring Conference and Meeting of the Minds. ETR staff will alert the WDB and SC of upcoming events. The Executive Committee and WDB Chairperson will have final approval as to which events will be considered allowable and which travel requests will be approved, based on the recommendation of the ETR Director. As the Executive Committee and WDB meet quarterly, to ensure timely travel reservations and meeting “early bird” or government discounts, the WDB Chairperson will be authorized to approve events and travel requests on behalf of the Executive Committee. These approvals will be reported at the next regularly scheduled meeting of the Executive Committee and the WDB. The WDB Chairperson will resolve any conflicts that may arise regarding conference attendance. The Kern County Board of Supervisors has final approval of travel using WIOA or other County funds.

3. BOARD MEMBER/COMMITTEE TRAVEL REQUEST FORM

Any member requesting travel reimbursement will complete a “Kern, Inyo, Mono Counties Consortium Workforce Development Board and Committee Members Travel Request Form” which will require the member to justify why it is in the interest of the WDB or SC for that member to attend the training, seminar or conference. All non-business members will have to provide verification that they have requested the agency or organization they represent to sponsor or partially sponsor their attendance at the training, seminar or conference; the agency or organization response; and the amount of sponsorship if any.

4. TRAVEL REQUESTS

Approved travel requests will be processed by ETR staff following the County of Kern's travel, meals, and lodging policy which changes from time to time.

5. ALLOWABLE EXPENSES

A. General Provisions

When possible, ETR staff will be responsible for all conference registration arrangements, hotel reservations, transportation reservations and trip logistics. Members who use WIOA/County funds to travel should do so in the most reasonable economic manner possible. This would include obtaining government rates or special conference rates at hotels, shopping for reasonable airfares, and using public transportation if available and reasonably convenient.

Once a member has been approved to travel, ETR staff will complete the necessary paperwork and submit to the ETR Director, the County Administrative Office, and the Kern County Board of Supervisors for processing/approval.

B. Expenses

Allowable expenses may include the following:

- Conference/training registration fees
- Hotel accommodations
- Mileage
- Intercity/state transportation
- Toll charges
- Parking
- Meals (those not provided as part of the conference)

Acceptable rates for the above will be determined by the County of Kern's travel policy. Members will be required to submit receipts for hotel, parking, and other expenses along with a copy of the agenda or flyer for the event. If valet parking is the only service provided by the hotel for guests, you must obtain from the hotel a written statement confirming that only valet parking is available. Meal per diem availability is based on location and departure/return times.

C. Automobile Insurance

The liability on any personal vehicle used for WDB or SC business must conform to the minimum requirements of the California Vehicle Code. Members will not be reimbursed for mileage expenses unless proof of

automobile insurance coverage or a Certificate of Insurance is on file with the County of Kern. Members should submit proof of such coverage to ETR staff prior to travel.

6. TRAVEL REQUEST APPROVAL

All travel requests are to be submitted to the ETR Director for review. Requests will be forwarded to the WDB Chairperson and the Executive Committee for consideration and approval. Requests approved will be processed by ETR staff and submitted to the County Administrative Office and the Kern County Board of Supervisors for approval. The member will be notified as soon as possible when the travel request has been finalized. The member may need to submit additional items to complete the travel claim process. Care should be taken to ensure that approved travel does not exceed the WDB/SC travel budget.

7. POST-CONFERENCE REPORT

Members who attend conferences, training or seminars are expected to make a report to the WDB or SC at the next regular meeting of the WDB or SC following the event and to contribute informational and training materials to the ETR resource library. This will be an agenda item.

**KERN, INYO, MONO COUNTIES CONSORTIUM
WORKFORCE DEVELOPMENT BOARD AND COMMITTEE MEMBERS
TRAVEL REQUEST FORM**

Name: _____ Date: _____

Address: _____

Phone: _____

**I am a member of:
(check all that apply)**

- ☐ **Workforce Development Board (WDB) Member**
- ☐ **Youth Committee**
- ☐ **Program and Business Services Committee**
- ☐ **Executive Committee**

Agency/Employer I represent: _____

Am I a Member in good standing? (See Travel Policy for definition) Yes _____ No _____

If no, explain: _____

Event Information

Conference/Training/Seminar Name: _____

Travel Location: _____

Event Dates: _____

Departure Date/Time: _____

Return Date/Time: _____

Sponsorship/Cost Sharing [REQUIRED for all non-business Members]:

If I represent a WIOA partner agency or non-business organization, **attach verification that the agency/organization will/will not pay for all/part of the travel expenses** that I am requesting. Indicate pledged amount, if any. It is encouraged that costs be paid with other funds or shared prior to asking for WDB sponsorship.

Justification for Request: I wish to attend the above event for the following reasons:

NOTE: If necessary or appropriate, please attach additional information as justification.

Submit to:

Employers' Training Resource
Attn: Teresa Hitchcock
1600 East Belle Terrace, Bakersfield, CA 93307
Fax: 661-336-6855

**KERN, INYO & MONO
WORKFORCE DEVELOPMENT BOARD
PROGRAM AND BUSINESS SERVICES COMMITTEE
DISCUSSION AND ACTION ITEMS
FEBRUARY 16, 2023**

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

Members Absent: Linda Parker and Arleana Waller.

Staff Present: Marsha Manos, Gloria Zacarias, Danette Williams, Michael Saltz, Luanne Santos, Aaron Ellis, Anne Meert, Jeremy Shumaker, and Candy Gettman.

Guests Present: Jasmine Rubio.

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.

Public Comments

There were no public comments.

Approval of November 10, 2022, Meeting Minutes

Teresa Hitchcock made a motion to approve the May 12, 2022 meeting minutes. Jeremy Tobias seconded the motion. All ayes. The motion carried.

High Road Training Partnerships – Resilient Workforce Program Grant

Michael Saltz informed the committee that Employers' Training Resource would be partnering with the San Joaquin Valley and Associated Counties Regional Planning Unit in applying for the High Road Training Partnerships - Resilient Workforce Program grant. The term of the grant is for 36 months and the RPU intends to see up to \$5.5m for this project. The project 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. Michael mentioned that this grant is piggybacking on the RERP grant. The grant application is due on April 1, 2023.

Two-Year Modification to The Local and Regional Plans

Michael Saltz informed the committee of the 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 of the two-year modifications 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 public comment period started on February 6, 2023, and will end at 5:00 p.m. on March 8, 2023, with various options available for the public to make their comment and there have been no public comments made to either the Two-Year Modification to the Local Plan or the Regional Plan as to date.

Director's Report

Teresa Hitchcock informed the committee that ETR will be applying for a grant specifically to help the Veteran population and the other grant is to help English language learners. Jeremy Shumaker provided the committee with the specifics of those grants.

Marketing Presentation

Danette Williams provided the committee with a report on the activities of ETR's various centers.

Committee Member Comments

Nick Hill informed the committee that on March 29, 2023, KCBCC will be hosting its Best in Business event at CTEC. The committee discussed the opportunity to assist with this event. Richard Chapman discussed with the committee the potential for internships. Nick also announced that their annual gala event has sold out.

Miscellaneous Filings

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

The meeting was adjourned at 8:45 a.m.

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD
YOUTH COMMITTEE
DISCUSSION AND ACTION ITEMS
MARCH 1, 2023**

Members Present: Norma Rojas-Mora, Dale Countryman, Greg Terry, Brian Holt, Teresa Hitchcock, Ian Journey, and Todd Yopez.

Members Absent: David Villarino, Rosa Chipres, Clare Pagnini, Priscilla Varela, and Karine Kanikkeberg.

Staff Present: Aaron Ellis, Michelle Pando, Jeremy McNutt, Sandra Gutierrez, Marsha Manos, and Sarah Woodman.

Guests Present: Joe Cantu, Ariel Hogan, Jennifer McClellan, Lita San Pedro, Priscilla Gonzalez, Alissa Cervantes, James Hughes, Jose Gonzalez and there were others present whose names weren't clear.

Norma Rojas-Mora called the meeting to order at 3:00 p.m.

*Unexcused Absence

Introductions

Staff and guests introduced themselves.

Approval Of The November 30, 2022, Meeting Minutes

Teresa Hitchcock made a motion to approve the November 30, 2022, meeting minutes. Todd Yopez seconded the motion. All ayes. The motion carried.

Funding Recommendations For In-School And Out-Of-School Youth Programs Funded Under The Workforce Innovation And Opportunity Act For Program Year 2023-24

Michelle Pando informed the committee that in its meeting on December 19, 2022, the Workforce Development Board, approved a Request for Funding process for In- and Out-of-School Youth comprehensive programs under the Workforce Innovation and Opportunity Act for Program Year (PY) 2023-24. Michelle said Employers Training Resource had not yet been notified of youth funding amounts for PY 2023-24, but anticipate funding for PY 2023-24 to be similar and the final funding recommendations may be adjusted before the contracts are executed depending on the actual funding received. Michelle said the funding opportunities were divided into two categories under the PY 2023-24 RFP and applicants were asked about their capability and demonstrated ability to serve the youth/young adult population; the feasibility of their program design about their outreach efforts and the 14 Elements of Service; performance outcomes under WIOA or other funding streams about this population; and their program costs (budget) about their proposed services. Evaluators of the RFP made the recommendation to fund Kern County Superintendent of School (KCSOS), ISY Program – \$311,521 for 67

participants, Kern High School District (KHSD), ISY Program - \$300,000 for 100 participants, Open Door Network, ISY Program - \$218,944 for 44 participants, Equus (dba Arbor), OSY Program - \$416,650 for 50 participants, Career Team, OSY Program - \$161,000 for 50 participants, FIELD, OSY Program - \$249,000 for 30 participants, Kern High School District, OSY Program - \$428,000 for 80 participants, Kern Community College District (KCCD), OSY Program - \$500,000 for 65 participants, Proteus, OSY Program - \$285,000 for 50 participants, West Kern Adult Education, OSY Program - \$460,350 for 60 participants. Brain Holt made a motion to approve the staff's recommendation for the total recommended ISY program funding of \$830,465 and the total recommended OSY program funding is \$2,500,000 and the total for all youth programs is \$3,330,465. After further clarification, Todd Yepez seconded the motion. Norma Rojas-Mora abstained. Marsha Manos polled the committee for their votes. All Ayes. The motion carried.

Youth Agency Quarterly Projection Update

Michelle Pando informed the committee that as of December 31, 2022 (50% of the fiscal year), youth agencies have submitted actual and accrued expenditures equal to 35% of the total allocated to youth sub-recipients and a straight-line projection through June would predict expenditures of 70%. Michelle mentioned that there had been some recent changes in the finance department and she thought the expenditures were closer to 45%.

Epic Center Update

Sandra Gutierrez provided the committee with a brief overview of the activities at the EPIC center.

Committee Members Comments

Teresa Hitchcock informed the committee that she would be resigning from Kern County as she has accepted a position with Calaveras County as the CEO.

Miscellaneous Filings

The Committee was provided with the following:

- Youth Committee Attendance Report
- Kern, Inyo and Mono Workforce Development Board and Committees' Meeting Schedule for Calendar Year 2023.

As there was no further business, the meeting adjourned at 4:01 p.m.

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD
EXECUTIVE COMMITTEE
DISCUSSION AND ACTION ITEMS
OCTOBER 6, 2022**

Members Present: Alissa Reed, Teresa Hitchcock, Norma Rojas-Mora, Brenda Mendivel, and Todd Yepez

Members Absent: Leo Bautista, Kristen Watson, and Victoria Stockman

Staff Present: Aaron Ellis, Candy Gettman, Marsha Manos, Anne Meert, and Michael Saltz.

Guests Present:

Alissa Reed called the virtual meeting to order at 4:04 p.m. via Microsoft TEAMS.

*UNEXCUSED ABSENCE

INTRODUCTIONS

Committee members, staff, and guests introduced themselves.

PUBLIC COMMENTS

There were no additional public comments.

APPROVAL OF THE DECEMBER 8, 2022 MEETING MINUTES

Teresa Hitchcock made a motion to approve the December 8, 2022, meeting minutes. Norma Rojas-Mora seconded the motion. All ayes. The motion carried.

**APPROVAL OF THE PROPOSED AGENDA FOR THE MARCH 8, 2023
WORKFORCE DEVELOPMENT BOARD MEETING**

Brenda Mendivel made a motion to approve the Workforce Development Board's meeting agenda with staff's recommended changes to remove the performance goals and to add the CWA WORKCON travel opportunity. Norma Rojas-Mora seconded the motion. All ayes. The motion carried.

TWO-YEAR MODIFICATION TO THE LOCAL AND REGIONAL PLANS

Michael Saltz reminded the committee the Local Workforce Development Board is required to prepare a modification to the Local and Regional Plans every two years. Each two-year modification to the plans covers Program Years 2021 – 2024 and must be submitted by March 31, 2023. Michael told the committee that the public comment period for the plans began on February 6, 2023, and will end on March 8, 2023, and to date, there had not been any public comments received on either plan. Michael asked the committee to make a recommendation to the Board to approve the Two-Year Modification to the Local Plan for Program Years 2021 – 2024 and the Two Year

Modification to the Regional Plan for Program Years 2021 – 2024. Brenda Mendivel made a motion to approve the staff's recommendation. Todd Yepez seconded the motion. All ayes. The motion carried.

HIGH ROAD TRAINING PARTNERSHIPS – RESILIENT WORKFORCE PROGRAM GRANT

Michael Saltz said that 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. The term of the grant is 36 months and the combined applicants intend to seek up to \$5.5. for its project. After further discussion and clarification, Todd Yepez made a motion to approve the staff's recommendation to partner with the SJVAC RPU and apply for the grant. Brenda Mendivel seconded the motion. All ayes. The motion carried.

DIRECTOR'S REPORT

Teresa Hitchcock announced that March 15, 2023, would be her last day with the County and that she was recommending Aaron Ellis as her replacement. Jeremy Shumaker informed the committee of two special grants that the department would be applying for.

COMMITTEE MEMBER COMMENTS

There were no further comments.

MISCELLANEOUS FILINGS

The Committee members received a copy of the following:

- Workforce Development Board and Committees Attendance Report,
- The Kern, Inyo, and Mono Workforce Development Board and Committees' Meeting Schedule Calendar Year 2023.

As there was no further business, the meeting was adjourned at 4:04 p.m.



May 2, 2022

Teresa Hitchcock
Assistant County Administrator Officer
Kern/Inyo/Mono Employers' Training Resource
1600 East Belle Terrace
Bakersfield, CA 93307

Dear Teresa Hitchcock:

**FISCAL AND PROCUREMENT
85% FORMULA GRANT
FISCAL YEAR 2019-20 FINAL MONITORING REPORT**

This final monitoring report is to inform you of the results of the Employment Development Department's Compliance Review Office (CRO) Enhanced Desk Monitoring Review (EDMR) of the Kern/Inyo/Mono Employers' Training Resource (KIM ETR) Workforce Innovation and Opportunity Act (WIOA) fiscal and procurement (F&P) systems for Program Year (PY) 2019-20.

Our review was conducted under the authority of WIOA, Sections 183(a) and 184 (a)(4). The purpose of this review was to determine the level of compliance by the KIM ETR with applicable federal and state laws, regulations, policies, and directives related to the WIOA grant, specific to financial management and procurement activities for PY 2019-20. The KIM ETR was awarded WIOA funds to provide centralized comprehensive workforce services to adults, dislocated workers, youth, and rapid response. The scope of the review covered the period of January 1, 2019 through December 31, 2019.

For the fiscal portion of the review, we focused on the following areas: fiscal policies and procedures, financial reporting, expenditures charged to the WIOA grants, cost allocation, indirect cost rate, cash management, internal controls, and oversight of your subrecipients, audits, and debt collection. For the procurement portion of the review, we examined procurement transactions and property management.

The EDMR review was conducted by Daniel Jordan from January 11, 2021 through January 21, 2021. The exit conference for this review was held on January 21, 2021. We collected the information for this report through interviews with the KIM ETR representatives; and by reviewing applicable policies, procedures, and a sample of PY 2018-19 and PY 2019-20 expenditures and procurements, and your responses to the F&P Monitoring Questionnaires.

FISCAL REVIEW RESULTS

We conclude that we did not identify any areas of KIM ETR not meeting applicable WIOA requirements concerning financial management.

PROCUREMENT REVIEW RESULTS

We conclude that we did not identify any areas of KIM ETR not meeting applicable WIOA requirements concerning procurement.

SUMMARY

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all areas included in our review. It is KIM ETR's responsibility to ensure that the systems, programs, and related activities comply with the WIOA grant program, federal and state regulations, and applicable state directives. Therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain KIM ETR's responsibility.

Please extend our appreciation to your staff for their cooperation and assistance during our review. If you have any questions regarding this report or the review that was conducted, please contact Daniel Jordan, Compliance Monitoring Analyst at Daniel.Jordan@edd.ca.gov or Karen Fuller-Ware, Compliance Monitoring Unit Manager at Karen.FullerWare@edd.ca.gov.

Sincerely,

Natalie Villanueva

NATALIE VILLANUEVA, Chief
Compliance Monitoring and Resolution Section
Compliance Review Office

See Distribution List

Teresa Hitchcock
May 2, 2022
Page 3

Distribution List

cc: Jeremy Shumaker, KIM ETR
 Jennifer Fischer, MIC 50
 Karen Fuller-Ware, MIC 22M
 Jennifer Gouvaia, MIC 50
 Cindy Harrington, MIC 22
 Margo Hattin, MIC 22M
 Daniel Jordan, MIC 22M
 Kimberlee Meyer, MIC 50
 Tim Reynaga, MIC 50
 Natalie Villanueva, MIC 22M



April 8, 2021

Teresa Hitchcock
Executive Director
Kern/Inyo/Mono Employer's Training Resource
1600 East Belle Terrace
Bakersfield, CA 93307

WORKFORCE INNOVATION AND OPPORTUNITY ACT
PROGRAM YEAR 2019-20
PROGRAM REVIEW
FINAL MONITORING REPORT

Dear Teresa Hitchcock:

This final monitoring report is to inform you of the results of the Employment Development Department, Compliance Review Office (CRO) review of the Kern/Inyo/Mono Employer's Training Resource (KIM ETR) Workforce Innovation and Opportunity Act (WIOA) program operations for Program Year (PY) 2019-20.

Our review was conducted under the authority of WIOA, Sections 183(a) and 184 (a)(4). The purpose of this review was to determine the level of compliance by KIM ETR with applicable Federal and State laws, regulations, policies, and directives related to the WIOA grant specific to financial management and procurement activities for PY 2019-20. The KIM ETR was awarded WIOA funds to provide centralized comprehensive workforce services to adults, dislocated workers, youth, and rapid response. The scope of the review covered the period of September 1, 2017 through August 31, 2019.

For this review, we focused on WIOA youth activities, including but not limited to the following areas: Workforce Development Board and Standing Committee composition, local program oversight and monitoring of subrecipients, management information system/reporting, incident reporting, nondiscrimination and equal opportunity, grievance, and complaint system, participant eligibility, and career services.

The on-site review was conducted by David Ajirogi from January 13, 2020, through January 17, 2020. The exit conference for this review was held on January 17, 2020. We collected the information for this report through interviews with KIM ETR representatives; and by reviewing applicable policies, procedures, a sample of PY 2017-18 and PY 2018-19 youth case files, and your responses to the Program

Executive Director
April 8, 2021
Page 2

Administration and Operations Questionnaire. We reviewed 16 case files for the 326 participants enrolled in the WIOA program for the scope of the review period.

PROGRAM REVIEW RESULTS

We conclude that we did not identify any areas of KIM ETR not meeting WIOA requirements concerning program administration and operations.

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all areas included in our review. It is KIM ETR's responsibility to ensure that the systems, programs, and related activities comply with the WIOA grant program, federal and state regulations, and applicable state directives. Therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain KIM ETR's responsibility.

Please extend our appreciation to your staff for their cooperation and assistance during our review. If you have any questions regarding this report or the review that was conducted, please contact Karen Fuller-Ware, Compliance Monitoring Supervisor, at Karen.FullerWare@edd.ca.gov.

Sincerely,

Natalie Villanueva

NATALIE VILLANUEVA, Chief
Compliance Monitoring Section
Compliance Review Office

cc: Aaron Ellis, KIM ETR
Jennifer Fischer, MIC 50
Karen Fuller-Ware MIC 22M
Jennifer Gouvaia, MIC 50
Jaime Gutierrez, MIC 50
Margo Hattin, MIC 22
Elizabeth Howell, MIC 22
MaryLiz Kerecman, MIC 50
Tim Reynaga, MIC 50
Natalie Villanueva, MIC 22



November 9, 2022

Executive Directive
Kern/Inyo/Mono Employer's Training Resource
1600 East Belle Terrace
Bakersfield, CA 93307

Dear Teresa Hitchcock:

WORKFORCE INNOVATION AND OPPORTUNITY ACT
PROGRAM YEAR 2020-21
PROGRAM REVIEW
FINAL MONITORING REPORT

This final monitoring report is to inform you of the results of the Employment Development Department, Compliance Review Office (CRO) Enhanced Desk Monitoring Review (EDMR) of the Kern/Inyo/Mono Employer's Training Resource's (KIM ETR) Workforce Innovation and Opportunity Act (WIOA) program operations for Program Year (PY) 2020-21.

Our review was conducted under the authority of WIOA, Sections 183(a) and 184(a)(4). The purpose of this review was to determine the level of compliance by KIM ETR with applicable Federal and State laws, regulations, policies, and directives related to the WIOA grant specific to programmatic activities for PY 2020-21. The KIM ETR was awarded WIOA funds to provide centralized comprehensive workforce services to adults, dislocated workers, youth, and rapid response. The scope of the review covered the period of September 1, 2018 through December 31, 2020.

For this review, we focused on WIOA adult, dislocated worker, and rapid response activities, including but not limited to the following areas: laws, regulations, policies, procedures, and directives related to WIOA, Workforce Development Board and Standing Committee composition, local program oversight and monitoring of subrecipients, management information system/reporting, incident reporting, nondiscrimination and equal opportunity, grievance, and complaint system, adult and dislocated worker participant eligibility, personally identifiable information, veteran's priority of service, training, supportive services, and career services.

The EDMR was conducted by Karen Fuller-Ware from July 19, 2021 through

Teresa Hitchcock
November 9, 2022
Page 2

July 23, 2021. The exit conference for this review was held on July 23, 2021.

We collected the information for this report through interviews with KIM representatives; reviewing applicable policies, procedures, a sample of adult and dislocated worker case files for the scope of the review, and your responses to the Program Administration and Operations Questionnaires. We reviewed 25 case files for the participants enrolled in the WIOA program for the scope of the review period.

PROGRAM REVIEW RESULTS

We conclude that we did not identify any areas of KIM ETR not meeting WIOA requirements concerning program administration and operations.

Summary

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all areas included in our review. It is KIM ETR's responsibility to ensure that the systems, programs, and related activities comply with the WIOA grant program, federal and state regulations, and applicable state directives. Therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain KIM ETR's responsibility.

Please extend our appreciation to your staff for their cooperation and assistance during our review. If you have any questions regarding this report or the review that was conducted, please contact me at Karen.FullerWare@edd.ca.gov.

Sincerely,

Natalie Villanueva

NATALIE VILLANUEVA, Chief
Compliance Monitoring and Resolution Section
Compliance Review Office

cc: See Distribution List

Teresa Hitchcock
November 9, 2022
Page 3

Distribution List

Aaron Ellis, KIM ETR
Jeremy Shumaker, KIM ETR
Ann Brito
Vivian Estrada
Karen Fuller-Ware
Jennifer Gouvaia
Cindy Harrington
Margo Hattin
Kimberlee Myer
Yvette Quevedo
Tim Reynaga
Chuck Tobia
Natalie Villanueva



December 14, 2020

Teresa Hitchcock, Assistant CAO
Kern/Inyo/Mono Consortium
1600 East Belle Terrace
Bakersfield, CA 93307

Dear Teresa Hitchcock:

**WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) SECTION 188
NONDISCRIMINATION AND EQUAL OPPORTUNITY PROVISIONS
ANNUAL COMPLIANCE MONITORING REVIEW
FINAL REPORT PROGRAM YEAR (PY) 2020-21**

This notification informs you of the results of the Employment Development Department's (EDD) Equal Employment Opportunity (EEO) Office desk compliance monitoring review of the Kern/Inyo/Mono Consortium for compliance to the WIOA Section 188 for PY 2020-21. This review was conducted by Angie Lopez.

Our review was conducted under the authority of WIOA Section 188 and its implementing regulation Title 29 Code of Federal Regulations Part 38. The purpose of this review was to determine the level of compliance by the KIM Consortium with applicable federal and state laws, regulations, policies, and directives related to the WIOA grant regarding nondiscrimination and equal opportunity provisions for PY 2020-21.

We collected the information for this report through a desk review of documents submitted by the KIM Consortium, the EDD's EEO Office Compliance Monitoring Guide completed by your Equal Opportunity (EO) Officer, interviews with the KIM Consortium representatives, and a review of applicable policies and procedures.

COMPLIANCE MONITORING REVIEW RESULTS

We conclude that, overall, the KIM Consortium is meeting applicable WIOA Section 188 requirements concerning nondiscrimination and equal opportunity provisions.

This report contains no findings or concerns; therefore, we are issuing this report as the final report.

Teresa Hitchcock
December 14, 2020
Page 2

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all of the areas included in our review. It is the KIM Consortium's responsibility to ensure that its systems, programs, and related activities comply with the WIOA grant program, federal and state regulations, and applicable state directives. Consequently, any deficiencies identified in subsequent reviews, such as an audit, would remain the KIM Consortium's responsibility.

Please extend our appreciation to your staff for their cooperation and assistance during our review. If you have any questions regarding this report or the review that was conducted, please contact Angie Lopez at Angelique.Lopez@edd.ca.gov or Kimberly Clinton, EEO Office Manager, at Kimberly.Clinton@edd.ca.gov.

Sincerely,

/s/ MATILDA AIDAM
State-level EO Officer

cc: Yvette Quevedo, Workforce Services Branch, MIC 50
Jeremy Shumaker, KIM Consortium EO Officer



May 25, 2022

Teresa Hitchcock
Asst. County Admin Officer
Employers' Training Resource (ETR)
1600 E. Belle Terrace
Bakersfield, CA 93307

Dear Mrs. Hitchcock,

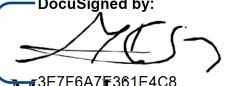
This refers to the oversight review conducted during the period May 9-16, 2022, of ETR's Workforce Innovation and Opportunity Act (WIOA) program, financial and procurement management systems applicable to the administration of La Cooperativa's programs for Program Year 2021-2022.

Information was obtained through documentation and communication with representatives of your agency and review of internal and external policies and procedures as applicable.

No findings were identified in this review.

Because the methodology of our monitoring review includes sample testing, this report is not a comprehensive assessment of all areas included in our review. Therefore, it will be ETR's responsibility to ensure its systems, programs, and related activities comply with applicable Federal, State and local regulations and directives.

Please extend our appreciation to your staff for their assistance and cooperation during this review. If you have any questions regarding this report or the review that was conducted, please contact Marina Tapia at (916) 388-2224.

Sincerely,
DocuSigned by:

3E7E6A7E361E4C8
Marco Lizarraga
Executive Director

1107 9th Street, Suite 420, Sacramento, CA 95814 - (916) 388-2220 - Fax (916) 388-2425

Teresa Hitchcock
Chairperson



Marco Lizarraga
Executive Director

July 7, 2022

Chair
Jeffrey Hensley

Vice Chair
Dennis Montalbano

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Stephen Avila
Lenora Lacy Barnes
Paul Bauer
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Vasili Sotiropoulos
Shelly Tarver
Lydia Zabrycki

Executive Director
Blake Konczal

Teresa Hitchcock
Assistant County Administrative Officer
Kern, Inyo, Mono County Workforce Development Board
1600 E. Belle Terrace
Bakersfield, CA 93307

RE: Final Determination Program and Financial Review
Program Year 2021-2022
HRCC: SB1 ValleyBuild
Contract No: 639-0817

Dear Ms. Hitchcock:

This is to inform you of the results of the Fresno Regional Workforce Development Board's (FRWDB) programmatic and financial review of the above aforementioned agreement for the period of October 1, 2021, to the present.

There were no findings:

The review was conducted under the authority of the Kern, Inyo, Mono County Workforce Development Board (KIMCWDB) agreement number 639-0817 with the FRWDB, where FRWDB serves as the fiscal and administrative agent to KIMCWDB as documented in the State of California Standard Agreement Number M56541-7120.

Statement of Work

KIMCWDB was allocated \$24,000 in funds to assist 40 participants in Kern, Inyo, Mono Counties with pre-apprenticeship training leading to placement into a Union Apprenticeship program. The allocated funds are to assist participants with case management services, supportive services, soft and hard skills, physical training, job placement, and follow up services to promote success in the workplace.

Expenditures and Enrollments

The following table shows actual expenditures and enrollments through May 31, 2022.

| | Actual | Plan | Variance |
|---------------------|----------|----------|----------|
| Expenditures | \$23,400 | \$24,000 | -2% |
| Enrollments | 39 | 40 | -2% |

There are no concerns with this area.

Participant and Fiscal Review Results:

A total of four (4) hard copy files were reviewed. The following items were included in the participant and fiscal review: eligibility, right to work verification, case notes, supportive services documentation, individual employment plans, exits and follow-ups. As well as the policies, procedures, payroll records, timesheets, allocations, and indirect cost rates of KIMCWDB.

The FRWDB is pleased to inform you there were no findings in these areas.

The information for this report was obtained from a desk review of the Provider Services Agreement, the Statement of Work, budget allocations, the review of the financial report's supporting documentation including participant files.

Because the methodology for our monitoring review included sample testing, this report is not a comprehensive assessment of all areas included in the review. It is KIMCWDB's responsibility to ensure that its systems, programs, and related activities comply with all activities, regulations and applicable directives; therefore, any deficiencies identified in subsequent reviews, such as an audit, would remain KIMCWDB's responsibility.

Furthermore, KIMCWDB is required to retain all records, including this letter for a period of three (3) years from the date of final payments under our Standard Agreement and until all audits are complete and findings on all claims have been satisfactorily resolved.

Teresa Hitchcock
July 7, 2022
Page Three

Please extend our appreciation to your staff for their cooperation and assistance during this review. If you have any questions pertaining to this matter, please do not hesitate to contact Rebecca Moncivais, FRWDB Monitoring Coordinator, at (559) 490-7178.

Regards,



Blake Konczal
Executive Director

bk:ls

c: Aaron Ellis
Michael Saltz
Phyllis Stogbauer
Cheryl Beierschmitt
Stephen DeWitt
Ka Xiong
Homer O. Sales
Rebecca Moncivais

| Kern, Inyo & Mono Workforce Development Board PBS Committee Attendance 2023 | | | | | |
|---|-------------|-------------|------------|------------|------------|
| P = Present | U=unexcused | X=Cancelled | | | |
| A = Excused Absence | | 2/16/23 | 5/11/23 | 8/31/23 | 11/16/23 |
| | | | | | |
| First | Last | PBS | PBS | PBS | PBS |
| Leo | Bautista | P | | | |
| Richard | Chapman | P | | | |
| Nick | Hill III | P | | | |
| Brian | Holt | P | | | |
| Teresa | Hitchcock | P | | | |
| Linda | Parker* | A | | | |
| Alissa | Reed | P | | | |
| Jeremy | Tobias | P | | | |
| Arleana | Waller* | A | | | |
| *Non-WDB | | | | | |

| 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 & Mono Workforce Development Board Youth Committee Attendance 2022 | | | | | |
|---|--------------|--------------|------------|-----------|-----------|
| P = Present | U=unexcused | X=Cancelled | | | |
| A = Excused Absence | | 2/16/22 | 5/18/22 | 9/21/22 | 11/30/22 |
| Member | | | | | |
| First | Last | YC | YC | YC | YC |
| Dale | Countryman* | A | P | P | A |
| Rosa | Chipres | | | A | P |
| Teresa | Hitchcock | P | P | P | A |
| Brian | Holt | Appt 3/30/22 | P | A | |
| Ian | Journey | RESIGNED | | | |
| Ian | Journey | | Reinstated | P | P |
| Karine | Kanikkeberg* | P | P | P | A |
| Clare | Pagnini | P | P | P | A |
| Leticia | Perez | A | A | A | A |
| Norma | Rojas-Mora | P | P | P | P |
| Jayme | Stuart* | P | A | A | RESIGNED |
| Greg | Terry* | P | P | P | A |
| Priscilla | Varela | | | A | P |
| David | Villarino* | P | U | P | P |
| Todd | Yepez | A | P | P | P |
| *Non-WDB | | | | | |

| Kern, Inyo & Mono Workforce Development Board Youth Committee Attendance 2023 | | | | | |
|---|--------------|-------------|-----------|-----------|-----------|
| P = Present | U=unexcused | X=Cancelled | | | |
| A = Excused Absence | | 3/1/23 | 5/17/23 | 9/13/23 | 11/29/23 |
| Member | | | | | |
| First | Last | YC | YC | YC | YC |
| Dale | Countryman* | P | | | |
| Rosa | Chipres | A | | | |
| Teresa | Hitchcock | P | | | |
| Brian | Holt | P | | | |
| Ian | Journey | P | | | |
| Karine | Kanikkeberg* | A | | | |
| Clare | Pagnini | A | | | |
| Leticia | Perez | A | | | |
| Norma | Rojas-Mora | P | | | |
| Greg | Terry* | P | | | |
| Priscilla | Varela | A | | | |
| David | Villarino* | A | | | |
| Todd | Yepez | P | | | |
| *Non-WDB | | | | | |

| Kern, Inyo & Mono Workforce Development Board Executive Committee Attendance 2022 | | | | | | |
|---|-------------|-------------|--------|-----------------|----------|---------|
| P = Present | U=unexcused | X=Cancelled | | Special Session | | |
| A = Excused Absence | | 3/17/22 | 6/2/22 | 6/28/22 | 10/6/22 | 12/8/22 |
| Member | | | | | | |
| First | Last | | | | | |
| Leo | Bautista | P | P | P | P | P |
| Teresa | Hitchcock | P | P | P | P | P |
| Karen | King | P | P | P | RESIGNED | |
| Brenda | Mendivel | P | P | P | A | P |
| Alissa | Reed | P | P | P | P | P |
| Norma | Rojas-Mora | A | P | P | P | P |
| John | Spaulding | P | A | A | A | |
| Victoria | Stockman* | A | P | P | P | A |
| Todd | Yepez | A | A | P | A | P |
| Kristen | Watson | | | | | A |
| *Non-WDB | | | | | | |

| Kern, Inyo & Mono Workforce Development Board Executive Committee Attendance 2023 | | | | | |
|---|-------------|-------------|---------|---------|---------|
| P = Present | U=unexcused | X=Cancelled | | | |
| A = Excused Absence | | 3/2/23 | 5/25/23 | 9/21/23 | 12/7/23 |
| Member | | | | | |
| First | Last | | | | |
| Leo | Bautista | A | | | |
| Teresa | Hitchcock | P | | | |
| Brenda | Mendivel | P | | | |
| Alissa | Reed | P | | | |
| Norma | Rojas-Mora | P | | | |
| Victoria | Stockman* | A | | | |
| Kristen | Watson | A | | | |
| Todd | Yepez | P | | | |
| | | | | | |
| | | | | | |
| *Non-WDB | | | | | |

| Kern, Inyo & Mono Workforce Development Board Attendance 2022 | | | | | | |
|---|-------------|--------------|-----------------|------------|----------|----------|
| P = Present | U=unexcused | X=Cancelled | Special Session | | | |
| A = Excused Absence | | 3/30/22 | 6/8/22 | 6/28/22 | 10/19/22 | 12/14/22 |
| Member | | | | | | |
| First | Last | | | | | |
| John | Adams | Appt 4/26/22 | P | P | P | P |
| Laura | Barnes | A | P | P | P | P |
| Leo | Bautista | P | P | P | P | P |
| Kelly | Bearden | P | P | P | P | P |
| Richard | Chapman | P | A | P | A | P |
| Stacy | Ferreira | U | U | | | |
| Michael | Frey | RESIGNED | | | | |
| Steven | Gomez | P | P | P | A | P |
| Chris | Gonzales | U | P | P | P | A |
| Greg | Gutierrez | P | P | A | P | P |
| Nick | Hill III | U | P | A | P | P |
| Teresa | Hitchcock | P | P | P | P | P |
| Brian | Holt | A | P | P | P | P |
| Ian | Journey | RESIGNED | | | | |
| Ian | Journey | | | REINSTATED | P | P |
| Karen | King | P | P | P | RESIGNED | |
| Greg | Knittel | P | P | A | P | P |
| Anita | Martin | P | A | P | A | P |
| Randy | Martin | A | A | P | P | P |
| Diane | McClanahan | RESIGNED | | | | |
| Dean | McGee | P | P | A | A | P |
| John | Means | P | RESIGNED | | | A |
| Brenda | Mendivel | P | P | P | P | P |
| John | Morales | P | A | A | A | P |
| Clare | Pagnini | P | A | A | A | P |
| Alissa | Reed, Chair | P | P | P | P | P |
| Norma | Rojas-Mora | P | P | A | P | P |
| Rick | Schoengerdt | RESIGNED | | | | |
| John | Spaulding | A | A | A | A | |
| Joseph | Sumlin | RESIGNED | | | | |
| Jay | Tamsi | U | A | P | A | A |
| Shelly | Tarver | P | P | A | A | P |
| Jeremy | Tobias | P | P | P | P | P |
| Priscilla | Varela | P | P | P | P | A |
| Todd | Yepez | P | P | A | P | P |
| Trudy | Gerald | | P | P | P | P |
| Michele | Warren | | | | P | A |

**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.