

Board Meeting

Monday, April 12, 2021
Zoom Meeting

251 E Hackett Road
Modesto, CA 95353
12:00 p.m. – 2:00 p.m.

This meeting will be held in accordance with the Governor's December 3, 2020 Regional Stay at Home Order and will not include in-person public attendance. Members of the public may remotely observe the meeting and address the Board as outlined below.

The Workforce Development Board complies with all provisions of the Brown Act and the Conflict of Interest Code on file with the Stanislaus County Department of Workforce Development. See links below.

<https://oag.ca.gov/sites/all/files/agweb/pdfs/publications/brownAct2003.pdf>

<http://stanworkforce.com/board>

How to attend the meeting remotely:

To join by telephone dial: 1 (669) 900-9128

Meeting ID: 828 0517 1136

Password: 320143

The Agenda at each meeting allows for a public comment period, limited to 5 minutes.

How to submit public comment:

- If you wish to provide a comment during Public Comment Period and/or on a specific Agenda item, please submit your comments via email prior to the start of the meeting to Angelique Prendez at prendeza@stanworkforce.com. Please include the Agenda item in the subject line of your email. Your comment will be shared with the Board members and kept on file as an official record of the Board meeting.

All meetings are conducted in English.

If you require assistance per the Americans with Disabilities Act, please notify Stanislaus County Workforce Development at (209) 558-2114, 72 hours in advance of the meeting. Public notice of all Workforce Development Board meetings are posted 72 hours in advance of the meeting on the webpage at <http://stanworkforce.com/board>.

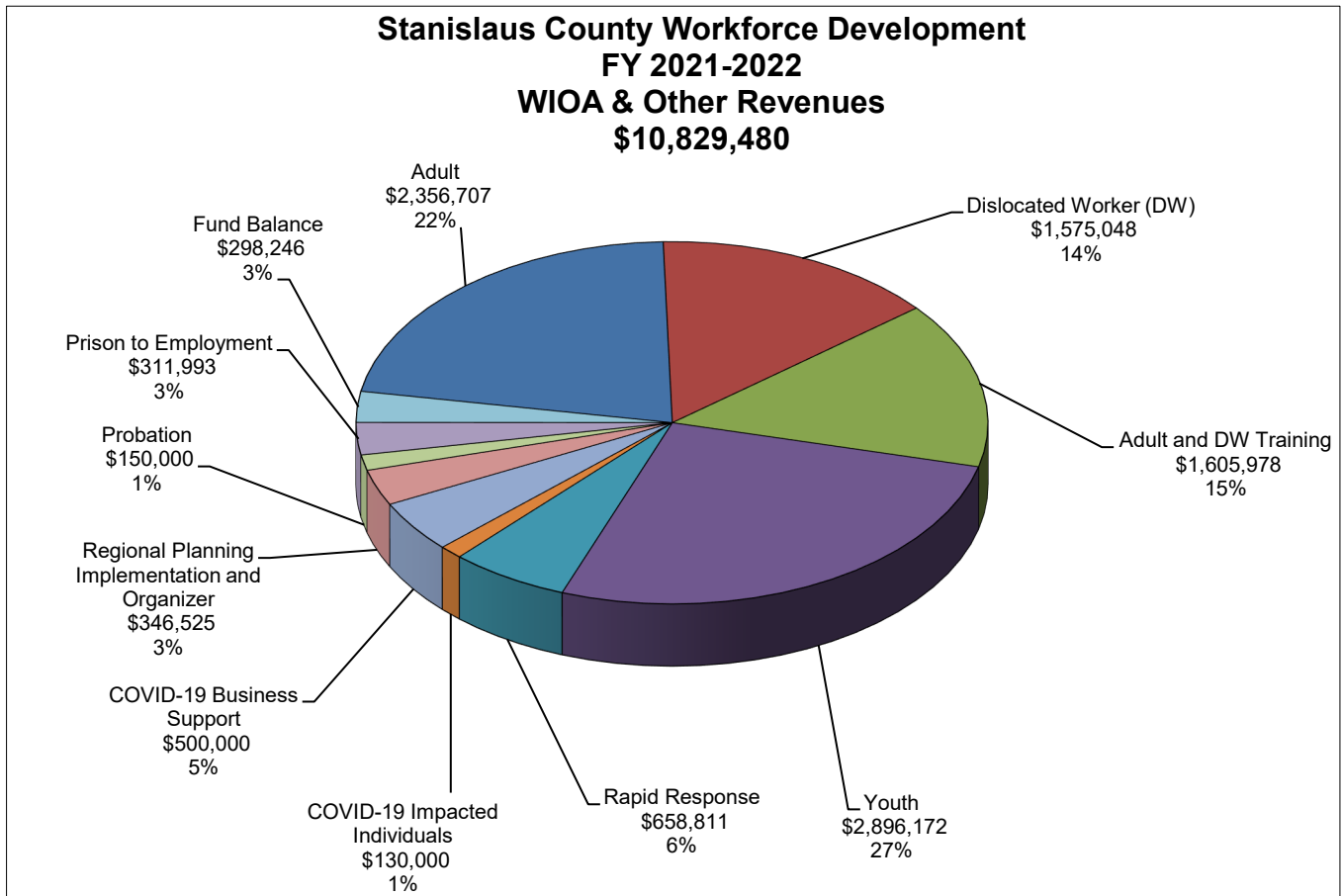
- I. Call to Order and Roll Call
- II. Conflict of Interest

- III. Public Comment Period
- IV. Introduction of new Workforce Development Board Member Supervisor Grewal
- V. Presentation
 - A. Ceres Unified School District - Project Yes, Dustin Pack
- VI. Committee Reports
 - A. Youth Development Committee
 - B. Veterans' Development Committee
- VII. Department Report
 - A. Director's Update
 - B. Allocations at a Glance
 - C. Update on Business Services
 - D. Update of Client Services
 - E. Regional Organizer/Regional Training Coordinator
- VIII. Consent Items
 - A. Approve the Minutes of the January 4, 2021 Workforce Development Board Meeting
 - B. Approval to Request Authorization from Stanislaus County Board of Supervisors for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-grant Agreements, Contracts and Any Modifications or Adjustments as Required for Program Year 2021-2022
 - C. Approval of Stanislaus County Workforce Development's Local Plan and San Joaquin Valley and Associated Counties Regional Plan for Program Years 2021-2025
 - D. Approval to Submit the Application for Subsequent Local Area Designation and Local Board Recertification
 - E. Approval for Stanislaus County Workforce Development to Submit a Request to the State to Transfer \$200,000 of Workforce Innovation and Opportunity Act Dislocated Worker Funds to the Workforce Innovation and Opportunity Act Adult Fund Category
 - F. Approval of Contract Renewals for Existing Service Providers for Workforce Innovation and Opportunity Act Business Support Services, Rapid Response Services and Youth Services for the 2021-2022 Program Year
 - G. Approval of Contracts for Formerly Incarcerated and Other Justice-Involved Individuals, and Services for Underserved Businesses for Program Year 2021-2022
 - H. Approval to Reduce Youth Work Based Learning Percentages from 30% to 20%
 - I. Approval to Submit a Waiver Application to the State to Increase the On The Job Training Reimbursement Rate to 90 Percent During Fiscal Year 2021-2022
- IX. Discussion and Action Items
 - A. Approval to Form a Business Development Committee, Select a Member of the Workforce Development Board to Serve as Chair to Take Necessary Actions for the Business Committee Formation
- X. Future Topic and Discussion

Next Meeting: Date: Monday, July 12, 2021
 Location: Virtual or Stanislaus County Office of Education (SCOE)
 Tom Changnon Building, Orestimba Room
 Time: 12:00 p.m. – 2:00 p.m.

Future Meeting: Date: Monday, October 4, 2021
 Location: Stanislaus County Office of Education (SCOE)
 Tom Changnon Building, Orestimba Room
 Time: 12:00 p.m. – 2:00 p.m.

Item VII-B: Workforce Innovation and Opportunity Act (WIOA) - Allocations at a Glance



Department Fund Balance as of 7/1/2020 - \$5,218,226

FY 2020-2021 WIOA Allocation	FY 2019-2020 WIOA Carryover	Fund Balance	Probation	Prison to Employment	Total Revenue
\$ 7,824,283	\$ 2,244,958	\$ 298,246	\$ 150,000	\$ 311,993	\$ 10,829,480

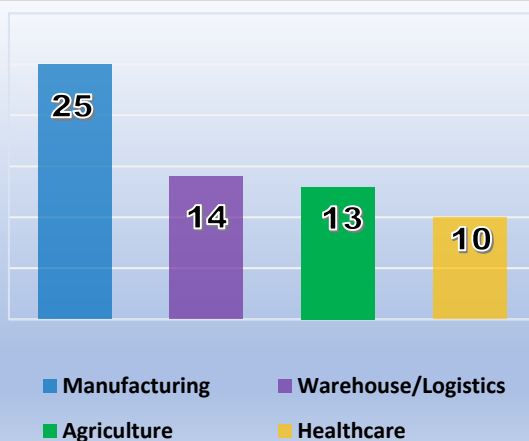
Programs	FY 2020-2021 Final Budget	FY 2020-2021 Year End Projections	Difference
Adult	\$ 2,356,707	\$ 2,305,015	\$ 51,692
Dislocated Worker	\$ 1,575,048	\$ 1,489,045	\$ 86,003
Adult and Dislocated Worker Training	\$ 1,605,978	\$ 1,605,978	\$ -
Youth	\$ 2,896,172	\$ 2,568,157	\$ 328,015
Rapid Response	\$ 658,811	\$ 630,684	\$ 28,127
COVID-19 Impacted Individuals	\$ 130,000	\$ 130,263	\$ (263)
COVID-19 Business Support	\$ 500,000	\$ 500,000	\$ -
Regional Planning Implementation 2.0	\$ -	\$ 26,265	\$ (26,265)
Regional Organizer 3.0	\$ 346,525	\$ 230,020	\$ 116,505
Probation	\$ 150,000	\$ 132,444	\$ 17,556
Prison to Employment	\$ 311,993	\$ 85,037	\$ 226,956
Fund Balance	\$ 298,246	\$ 249,145	\$ 49,101
Total	\$ 10,829,480	\$ 9,952,053	\$ 877,427

SECTOR STRATEGIES QUARTERLY REPORT
QUARTER 3 | JULY 2020 – MARCH 2021

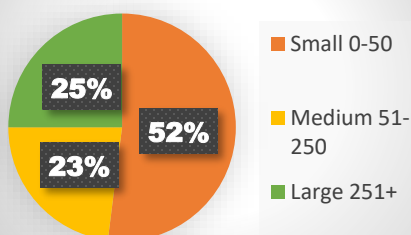
SURVEY HIGHLIGHTS

62

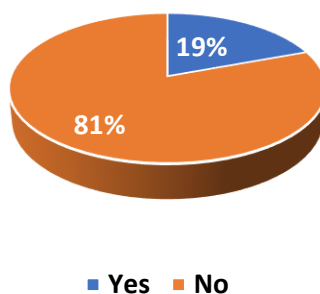
Employers
Surveyed



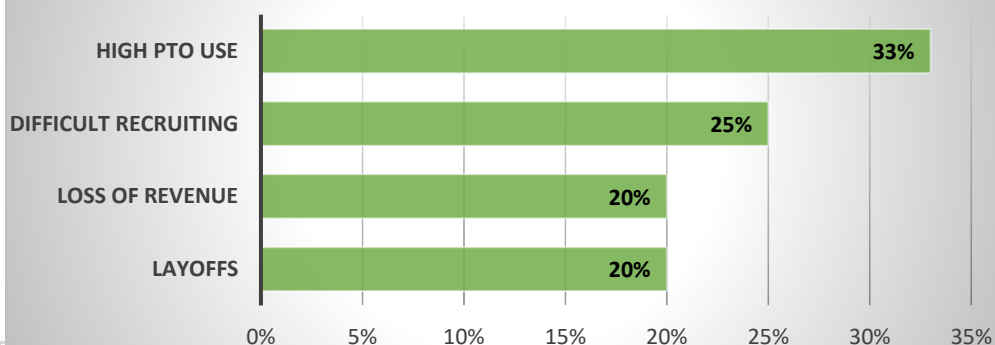
Employer Size



Affected by Covid



HOW WERE EMPLOYERS EFFECTED BY COVID-19



- 42% of employers reported a lack of industry work experience as the main missing competency from applicant pools.
- 30% of employers reported having developed an internal career pathway for employees.
- **WHAT EMPLOYERS ARE DOING TO RETAIN EMPLOYEES**
 - Wage & Benefit Packages
 - Work Visa Assistance
 - Cross Training & Succession Planning
 - Tuition Reimbursement
 - Bonus & Incentive Pay
- **CONTRIBUTING FACTORS TO FINDING QUALIFIED CANDIDATES**
 - 42% Lack of Desire to Work
 - 25% Lack of Soft Skills
 - 8% Lack of local talent
 - 8% Lack of training
- **INDUSTRY CHALLENGES**
 - Lack of Computer Skills
 - Lack of Soft Skills
 - No Leadership Desires
 - No Motivation or Loyalty
- **NEEDED IMPROVEMENT TO EDUCATION INSTITUTIONS**
 - New Industry Related Trainings
 - Cost & Schedule That Fit Employed Workers
 - More Training Options for Non-Demand Occupations

SECTOR STRATEGIES QUARTERLY REPORT
QUARTER 3 JULY 2020 – MARCH 2021

COMPLETED TASKS

- Conducted labor market analysis to target high-demand and growing industries.
- Redesigned research survey including Covid-19 effects on businesses.
- Proposed Re-engineered goals for Sector Strategy.
- Reached out to 100+ businesses requesting to complete survey.
- Presented Sector Strategy to employers at Patterson Logistic Advisory Committee 10/8/2020.
- Held Sector Strategy Zoom meetings for all 4 industries via Zoom in November and December.
- Presented Industry findings to WIOA Board at quarterly meeting.
- Held two Workforce Solutions meeting with education and community partners via Zoom to discuss Healthcare, Agriculture, Manufacturing, Warehouse & Logistics identified issues.
- Completed 62/100 surveys.



Board Meeting

Monday, January 4, 2020
Zoom Meeting
251 E. Hackett Road, Modesto, CA 95353
12:00 p.m. – 2:00 p.m.

Members in attendance:

Bill O'Brien, Chair
Josh Bridegroom
Ross Briles
Lynis Chaffey
Dean Fadeff
Richard Hagerty
Kathy Harwell
Raul Mendez
Kris Helton
Scott Kuykendall

Pedro Mendez
Doug Murdock
Maryn Pitt
Tim Robertson
Cecil Russell, Vice Chair
Chris Savage
Jennifer Shipman
Doug Van Diepen
Greg Vincelet
Ardria Weston

Staff in attendance:

Andy Fiskum
Cheryl Fondse
Jeanette Fontana
Doris Foster

Adolph Lopez
Angelique Prendez
Alex Richmond
Sara Redd

Additional guests were present on the call.

- I. Call to Order and Roll Call
Bill O'Brien, Workforce Development Board (WDB) Chair, called the meeting to order at 12:06 p.m., thanked everyone for attending and invited the Board members to provide their name for roll call.
- II. Conflict of Interest
Chairman O'Brien outlined the Conflict of Interest Policy.
- III. Public Comment Period
Chairman O'Brien gave information on the Public Comment Period. There were no public comments on non-agenda items.
- IV. Introduction of new Workforce Development Board Member Raul Mendez.

V. Committee Reports

A. Youth Development Committee

Youth Development Committee Chair, Jennifer Shipman reported the Committee has revised its meeting schedule to meet one month prior to the Board meetings rather than one month after the Board meetings to allow for Board recommendations. The Committee is currently taking recommendations for a Youth Representative Designee. The ideal candidate would have been a previous Youth Program participant.

B. Veterans' Development Committee

Veterans' Development Committee Chair, Richard Hagerty reported the Committee was presented with the Departments 2019-2020 Fiscal Year Annual Report. Workforce Development Director, Foster reported the Department along with Madera, San Joaquin, and Merced Counties applied for the Veterans' Educational Assistance Program (VEAP) Grant. Jobs types were expanded to support more veterans than previous years. The Department is awaiting the States response on the awardee. Additionally, the Committee along with Representative Josh Harder's office developed a Veterans Resource Guide. The guide is a valuable tool to connect veterans with various veteran services in Stanislaus and neighboring counties. The downloadable version of the Veterans Resource Guide can be found by visiting stanworkforce.com, click on Resources Businesses & Workers, followed by Help for Workers. The Committee approved the staff recommendation for a regular presentation forum. Speakers will be invited to speak to the Committee to discuss community offerings and what the community is doing to support local veterans.

VI. Department Report

A. Director's Update

Director, Doris Foster reported the completion of the Snap Back, Assistance for Workers Program ran by Client Services Manager, Sara Redd and team. Within five days of the May 21, 2020 program launch, Client Services received over 1,300 submitted inquiries through the online pre-application. Due to the ongoing impact of the pandemic, the Department requested and was granted an extension by the State through December 31, 2020 to allow continued support to local businesses. As of November 30, 2020, 100 percent or \$171,000 total dollars of program funds had been expended. A total of 1,530 program inquiries were received and 375 clients enrolled. There was a total of 563 payments awarded in 5 categories with the greatest payouts to assist with housing and utilities payments.

The Department was awarded \$500,000 in Workforce Innovation and Opportunities Act (WIOA) funding to reimburse local businesses for Personal Protection Equipment (PPE) related expenses. The WORKsafe program was designed to assist local businesses that have been adversely affected by COVID-19. Eligible businesses may qualify for reimbursement up to \$10,000 in COVID-19 related expenses. Funds are awarded to those eligible businesses on a first come first serve basis. Program closes January 29, 2021 or when the

award money has been expended. Businesses can apply online at stanworkforce.com, click the COVID-19 link. As of December 14, 2020, the Department received 32 applications, had 3 denials, approved 8 businesses for reimbursement, with 21 pending review or documentation. A total of \$57,299 dollars was approved with \$179,470 pending, and \$263,231 funding dollars available. The Department partnered with City Ministries to identify local business who had not received other COVID-19 funding offerings or COVID-19 assistance.

The Stanislaus County Workforce Development Board (SCWD) was awarded the High Performing Board award by the California Workforce Development Board. SCWD will remain a High Performing Board for the period of July 1, 2020 through June 30, 2023. Director, Foster congratulated the Board members for their dedication, contributions, involvement, and direction they each bring to making SCWD a high performing board.

The Department applied collectively with Tulare, Kings, and Kern-Inyo-Mono counties for the Federal Opioid Grant. If awarded, the Opioid Grant would allow to pay for substance abuse counselors who formally had an opioid addiction.

Additionally, the Department is actively seeking Grant opportunities to assist the homeless population by partnering and joining local community partnerships.

The Department is meeting with leaders from Modesto Junior College, City Ministries, and Stanislaus Community Foundation to develop a local entrepreneurial program. The entrepreneurial program will assist new businesses with getting them off the ground.

The Committee Assignments Agenda item is going to the Board of Supervisors meeting tomorrow, January 5, 2021. The Chairman of the Board is recommending Supervisor Grewal sit on the Stanislaus County Workforce Development Board. If approved, he will join this Board, representing business.

B. Regional Organizer/Regional Training Coordinator

SCWD Regional Organizer/Regional Training Coordinator, Adolph Lopez provided an overview of the Regional Organizer/Regional Training Coordinator role, responsibilities, and background. In the fall of 2019, Stanislaus County Workforce Development was elected and accepted the role to serve as San Joaquin Valley & Associated Counties (SJVAC) Regional Organizer/Regional Training Coordinator and is now responsible for the coordination and implementation of the Regional Plan and other State Workforce Development Board initiatives. The SJVAC Regional Planning Unit includes: Fresno, Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare Counties.

Projected Regional goals for Program Year 2021-2024 are fostering demand-driven skills attainment, enabling upward mobility for all Californians, and

aligning, coordinating an integrating programs and service.

Slingshot 4.0 is awaiting application approval.

Regional Planning Forums started on December 17, 2020 and will run through February 3, 2021, all delivered virtually on the Zoom meeting platform. Two Forums will have Spanish sessions.

VII. Consent Items

Consent items adopted. R. Hagerty / D. Fadeff

- A. Approve the Minutes of the October 5, 2020 Workforce Development Board Meeting
- B. Approval to Release a Request for Proposal for Services to Underserved Businesses
- C. Approval to Release a Request for Proposal for Services to Formerly Incarcerated and Other Justice-Involved Individuals
- D. Approval to Submit a Request for Approval to be America's Job Center of California Adult and Dislocated Worker Career Services Provider

VIII. Discussion and Action Items

- A. Approval and Discussion of the Commuter Study Post Release
M. Pitt / J. Bridegroom, unan. Motion passed.

Director, Foster thanked Board Members Maryn Pitt and Josh Bridegroom who participated on the Commuter Study Committee. She discussed the Commuter Study post release and recommended next steps, as data shows post COVID will bring modifications to businesses with more workers working from home.

Board Member, M. Pitt stated the Resource Development Associates (RDA) report showed the largest proportion of local commuters are in Trades. Next steps could include, labor representatives who represent the Trade sector form a workgroup to look outside the box in regard to trades to develop ways on how to engage this group of commuters, provide beneficial economic ideas and employment strategy. Board Member, D. Fadeef was open to such workgroup.

Chair O'Brien stated the shift in business with impacts of COVID have brought high paying Bay Area jobs to Stanislaus County due to remote work opportunities, which have caused the local housing market to increase. Next steps could include identifying ways to embrace big business allowance to work from home. Local and State government could look for ways to protect and embrace small business efforts to survive the impacts of the pandemic.

Board Member, P. Mendez, recommended a middle and long-term strategy workgroup to begin the discussion on the future of work post pandemic from a government and education prospective to support new strategies to support industry and workers.

B. Approval and Discussion of the Sector Strategy Activities and Recommendations

P. Mendez / C. Russell, unan. Motion passed.

Director, Foster provided background on the Sector Strategy initiative, and thanked Board Members for attending and representing their respective sectors at the Sector Strategy forums. She asked that Board Members reach out to her should they choose to change or have an interest in a specific industry sector.

Dave White with Opportunity Stanislaus reported on the Sector Strategy Activity Initiative and provided recommendations. The Sector Strategy initiative is to examine important local economic sectors (Agriculture, Healthcare, Manufacturing, and Warehouse and Logistics) needs, from a workforce prospective, and develop a strategy to facilitate these needs now and in the future. Opportunity Stanislaus surveyed over 130 employers from the four identified industries, information was also gathered in interviews and summits. The employers surveyed were asked to identify critical positions that were difficult to fill and the necessary skills needed for them. A common theme from the survey results was job applicants are lacking the necessary soft skills need to remain employed and over 70 percent of applicants lack industry knowledge or experience for the jobs they are applying for.

The same group of industry representatives were asked what economic development and workforce development organizations can do more to assist their needs. The top three solutions with the greatest response were:

- Be the bridge between industry and education
- Provide marketing and awareness for industries as a great career choice
- Support industries in the community with leaders, elected officials, etc.

Director, Foster asked Board Members for feedback on where they are seeing the greatest needs in industry workforce shortages, findings in the Opportunity Stanislaus report, and suggestions on moving forward based on the outlined recommendations.

Board Member, P. Mendez commented it starts with the cultural shift in career ladders and delivering of the message from the parent to the student. Success can be achieved by choosing a different pattern of education and training, outside of a Master's program.

Board Member, J. Shipman recommended marketing career pathways, benefit packages, and job/career success.

Board Member, M. Pitt recommended shift the priority to K-12. Start with how career pathways, student counselling sessions, career fairs, and access to career ladders are presented. Perhaps modify how these career choices are

presented. Today's young students have information at their fingers.

Board Member, S. Kuykendall commented on K-12 outreach. The Modesto Chamber of Commerce met with the County Office of Education Board in December on an initiative to discuss careers with 6th graders. This initiative will soon launch at the Sylvan District with hopes to expand. Also, several years ago, the County office partnered with MJC on an apprenticeship expo where local high school students in CTE programs were able to meet with a variety of local trades and discuss potential careers, and learn about the apprenticeship program. In addition, conversations are underway with Cradle to Career on mapping CTE coursework with K-12 students and MJC. VOLT is expanding their current training offerings.

IX. Future Topic and Discussion

Board Member, A. Weston would like to share that the Department of Rehabilitation has hired a Senior Vocational Rehab Counselor to support LEAs and would like to share information with the Board on their Student Services Team.

Chairman O'Brien encouraged Board members to contact Doris with any future topics.

Chairman O'Brien gave his closing remarks.

Meeting adjourned: 1:47 p.m.

Next Meeting: Monday, April 12, 2021
Location: Virtual Meeting
Time: 12:00 p.m. – 2:00 p.m.

Future Meeting: Monday, July 12, 2021
Location: Virtual Meeting
Time: 12:00 p.m. – 2:00 p.m.

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval to Request Authorization From Stanislaus County Board of Supervisors for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-grant Agreements, Contracts and Any Modifications or Adjustments as Required for Program Year 2021-2022

II. ITEM NUMBER: VIII-B

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

Approve the request to seek authorization from Stanislaus County Board of Supervisors for the Director of Workforce Development, or designee, to sign all Workforce Innovation and Opportunity Act (WIOA) - related grants, sub-grant agreements, contracts and any modifications or adjustments as required for Program Year 2021-2022.

V. POLICY ISSUE:

Workforce Innovation and Opportunity Act (WIOA) regulations 679.420 allow the Chief Local Elected Official or the Governor to appoint a fiscal agent to assist in administrative duties on behalf of the local workforce development area. The fiscal agent fulfills many functions including receiving funds, ensuring fiscal integrity, and procuring contracts or obtaining written agreements in support of the Local Board's objectives. This item is informational for the Workforce Development Board and to share that an Agenda Item, as it was done for prior Fiscal Years, will be taken to the Board of Supervisors for authorization.

VI. DISCUSSION:

The Chief Local Elected Official has designated Stanislaus County Workforce Development to be the fiscal agent on behalf of the local workforce development area. Approval of staff recommendations will allow the Director of Workforce Development to enter into and sign contracts to expend the Program Year 2021-2022 WIOA funds in the general administration of the program. The signatory authority approval will need to be approved by the Stanislaus County Board of Supervisors.

Individual contract amounts for the provision of WIOA services will vary, and are expected to exceed \$100,000 in some instances. Approval to enter into contracts will be requested from the Stanislaus County Workforce Development Board and will follow the Board of

Supervisors approved policies regarding procuring and the reporting of contracts and agreements.

Once approved by the Workforce Development Board, Staff will take an Agenda Item to the Stanislaus County Board of Supervisors seeking authorization for the Director to have signatory authority for all WIOA operations.

VII. ADMINISTRATIVE BUDGET IMPACT: None



Doris Foster, Director

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval of Stanislaus County Workforce Development's Local Plan and San Joaquin Valley and Associated Counties Regional Plan for Program Years 2021-2025

II. ITEM NUMBER: VIII-C

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

1. Approve Stanislaus County Workforce Development's Local Plan for Program Years 2021-2025
2. Approve the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Plan for Program Years 2021-2025
3. Authorize the Chair to sign the Local Plan and Regional Plan

V. POLICY ISSUE:

The Workforce Innovation and Opportunity Act Title 1 Section 108(a) stipulates that each Local Workforce Development Area must develop a four-year Local Plan, and if part of a Region, a four-year Regional Plan as well. Additionally, at the end of the first two-year period, each Local Board shall review the Local Plan and the Local Board, in partnership with the Chief Elected Official, shall prepare and submit modifications to the Local Plan to reflect changes in the labor market and economic conditions or in other factors affecting the implementation of the local plan.

VI. DISCUSSION:

The Workforce Innovation and Opportunity Act (WIOA) requires a Local and Regional Plan to be submitted to the California Workforce Development Board (State Board) and that both plans are aligned with the California Workforce Development Plan (State Plan). The State Plan is the controlling State Policy document for Local and Regional Plans. It sets the State's policy direction and serves as a conceptual map for local boards and their partners as they jointly develop the required Local and Regional Plans. WIOA requires that the Local and Regional Plans are reviewed and updated every two years to evaluate their effectiveness and allow for adjustments based on changes in labor market conditions, economic factors, target populations served, and policy changes which may occur at the local, regional or State level.

Local Plan

State Workforce Services Directive 20-05 provided guidance to the Local and Regional areas on the mandatory content for the Local and Regional Plan. Attachment 1 is the Department's Local Plan for Program Years 2021-2025. Stanislaus County Workforce Development (SCWD) convened and participated in the Regional forums to solicit input and take into consideration comments from representatives, from business, education, community based organizations, and community members for increasing program efficacy for the Local Plan. Workforce Development Board (WDB) members, and America's Job Center of California (AJCC) partners were invited to provide input to the Local Plan.

Changes to the Local Plan include strategies and plans that specifically address:

1. WIOA core and required partner coordination;
2. State strategic partner coordination; and
3. WIOA Title I coordination

Per the State Directive, there is a 30-day public comment period for the Local Plan. The Department posted the Local Plan notice on its website, at the AJCC, and Resource Centers as well as in the local newspaper for the public comment period, which began on March 5, 2021 and ended on April 4, 2021. There were no public comments for the Local Plan received during the Public Comment period.

The Workforce Development Board Chair and the Chief Local Elected Official are required to sign the Local Plan. The Local Plan along with the Regional Plan, is scheduled to be submitted to the California Workforce Development Board by April 30, 2021.

Regional Plan

Stanislaus County has aligned with regional partners in the Central California Workforce Collaborative on the development and submittal of the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Plan (Attachment 2). Along with Stanislaus County these regional partners include: Fresno County, Kern/Inyo/Mono Counties, Kings County, Madera County, Merced County, San Joaquin County, and Tulare County. Ten (10) virtual Zoom forums were conducted targeting the North and South Sub-Regions of the Central Valley by regionally contracted consultants John Chamberlin and David Shinder acting as consultants to the Regional Coordinator, to assist in providing feedback and insight toward the Regional needs. Attendees included Workforce Development Board members, representatives from business, education, community based organizations, and community members. The Regional Plan for Program Years 2021-2025 focuses on connecting America's Job Centers of California (AJCC's) services to a regional skills infrastructure that aligns with regional labor market needs; fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services. Additionally, there are extensive analytics regarding the population, economics and workforce profile for the region.

The Regional Plan was completed and made available for public comment on March 15, 2021 and shared with the Workforce Development Board members to allow for comments. Should any Public Comment that disagrees with the Regional Plan be received after the end of public

comment period, 4/14/2021, Staff will notify the Workforce Development Board of those public comments.

The Regional Plan will be submitted to the State by the April 30, 2021 deadline by Stanislaus County Workforce Development, the acting Regional Coordinating organization. The Regional Plan does require the signature of the Local Board Chair, but does not require the signature of the Chief Local Elected Official.

The Local and Regional Plans are located at:

www.stanworkforce.com/static/documents/reports/StanislausCountyWorkforceDevelopmentLocalPlan2021-2025.pdf

Once the Local and Regional Plan are approved by the Workforce Development Board, staff will present the Plans to the Stanislaus County Board of Supervisors for approval and request for signature. Both plans will then be submitted to the State by the April 30, 2021 deadline.

VII. ADMINISTRATIVE BUDGET IMPACT:

There is no budget impact associated with this item.



Doris Foster, Director

STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD LOCAL PLAN



2021-2024

STANISLAUS COUNTY WORKFORCE DEVELOPMENT

- **address:** 251 E. Hackett Road C-2
Modesto, CA 95358
- **contact:** Doris Foster, Director
- **phone:** (209) 558-2100
- **email:** fosterd@stanworkforce.com

INTRODUCTION

The Stanislaus County Workforce Development Board (SCWDB), as appointed by the Stanislaus County Board of Supervisors (BOS) is the administrator of Workforce Innovation and Opportunity Act (WIOA) funds and services in the local area. Acting as staff to the Board and facilitating these services is Stanislaus County Workforce Development (SCWD). WIOA requires each Local Workforce Development Area (LWDA) to develop and submit a comprehensive four-year plan. This Local Plan term begins on July 1, 2021 and ends on June 30, 2025. Every two years the Plan must be re-evaluated for modification and adjustments based on changing needs for services and economic conditions in the local area. This is the second plan since the inception of WIOA.

The primary purpose of the Local Plan is to facilitate access to workforce services at the local level. Stanislaus County Workforce Development staff has collaborated with America's Job Center of California Memorandum of Understanding partners, businesses, and community-based organizations throughout Stanislaus County. The publication of the Local Plan for Stanislaus County is the result of months of local and regional research, formal and informal workgroup sessions, introspection, and process improvement. The Local Plan was cultivated by including the varying vantage points of multiple stakeholders and current WIOA program participants.

This Local Plan seeks to address current and future strategies and efficiencies that will continue the modernization of the workforce system. The Local Plan will change as local employment needs and the relationship between workforce development and economic development continue to evolve, and circumstances that alter the ways services are delivered to constituents of Stanislaus County materialize. The four-year Local Plan is the embodiment of SCWD's vision and strategic goals and will be re-evaluated in two years.

The goals set forth by the SCWD in this plan address the current workforce, prescribe strategies for the development of the future workforce, and call for a greater enhancement of business growth. Each goal is coupled with distinct strategies that SCWD believes will work towards the fulfillment of the relevant goals. The Local Plans' guiding principles of collaboration and alignment, data-driven strategy, and the maximization of resources are woven throughout the fabric of this document.

COVID-19 Impact on Stanislaus County and AJCC Services

In March of 2020, the State of California issued a general lockdown in response to the COVID-19 global pandemic, which would go on for many months, affecting the core economic drivers of Stanislaus County. Businesses not deemed essential were mandated to cease normal functions and advised to close until further notice from the state. This closure order adversely affected businesses and the workforce, driving the unemployment rate as recorded by Employment Development Department's (EDD) Labor Market Information Division, from 6.6% (February 2020) to a high of 17.5% (April 2020). As of December 2020, the Unemployment Rate was still high, remaining at 9.9%. Recovery for some businesses remained difficult, as restrictions from COVID-19 forced intermittent closures in some industries.

With the lockdown and subsequent residual effects of the pandemic, the manner in which services are delivered to the public were greatly affected. While many services did not stop, new and unique ways to meet the needs of the public had to be developed. For

some industries, such as food services and entertainment, the pandemic resulted in permanent closures of businesses. Other industries experienced a dramatic contraction of the workforce, with a subsequent gradual return to providing services to the public as the pandemic receded, however, no economic sector was left untouched. Evaluation of this historic event will take years, and may entirely change common industry practices.

The comprehensive America's Job Center of California (AJCC) for Stanislaus County resides in a State Employment Development Department building. Due to the Governors stay at home order, SCWD staff made the decision to close the Stanislaus County America's Job Center of California office, resulting in the cancellation of all in-person services. While it is understood that not all services are as effective when provided electronically, the safety of staff and the public was of primary concern to SCWD during this historical event.

SCWD invested resources in the physical equipment that would allow for the continuance of services through digital options. Computers with visual and audio capabilities, were provided to staff to prepare for the migration of services through electronic means. Additionally, multiple platforms for software to enable video conferencing were procured to assure that staff and the public had interface options. Services such as Orientations, Resume Writing workshops, Work Readiness workshops, and individual one-on-one meetings with clients needed new approaches, which would allow services to continue, while being cognizant of the need to protect the physical safety of both SCWD employees and the public.

As the comprehensive AJCC for Stanislaus County is located in the EDD building, a structured re-opening plan was necessary. In order to begin in-person meetings, SCWD staff developed and submitted a re-opening plan to the State for approval. Upon approval, staff opened the AJCC for appointment only, in-person meetings.

FEDERAL AND STATE REQUIREMENTS FOR LOCAL ADMINISTRATION OF THE WORKFORCE INNOVATION AND OPPORTUNITY ACT

Stanislaus County Workforce Development is primarily directed by WIOA, which was signed into law by former President Barack Obama in July of 2014 and went into effect on January 1, 2015. References to the Workforce Innovation and Opportunity Act, Public Law 113-128, enacted July 22, 2014 are available at the U.S. Department of Labor Employment and Training Administration website: www.doleta.gov.

PUBLIC COMMENT

In accordance with WIOA, Section 108(d), the Workforce Development Board shall make copies of the proposed Local Plan available to the public through electronic and other means, such as public hearings, Social Media sources, and local news media to allow for public comment. The Public Comment period will end no later than the end of the 30-day period beginning on the date the proposed Plan is made available to the general public. Any comments that represent disagreement with the Plan will be included with submission of the Local Plan. Appendix B of the Plan highlights the SCWD's public comments received.

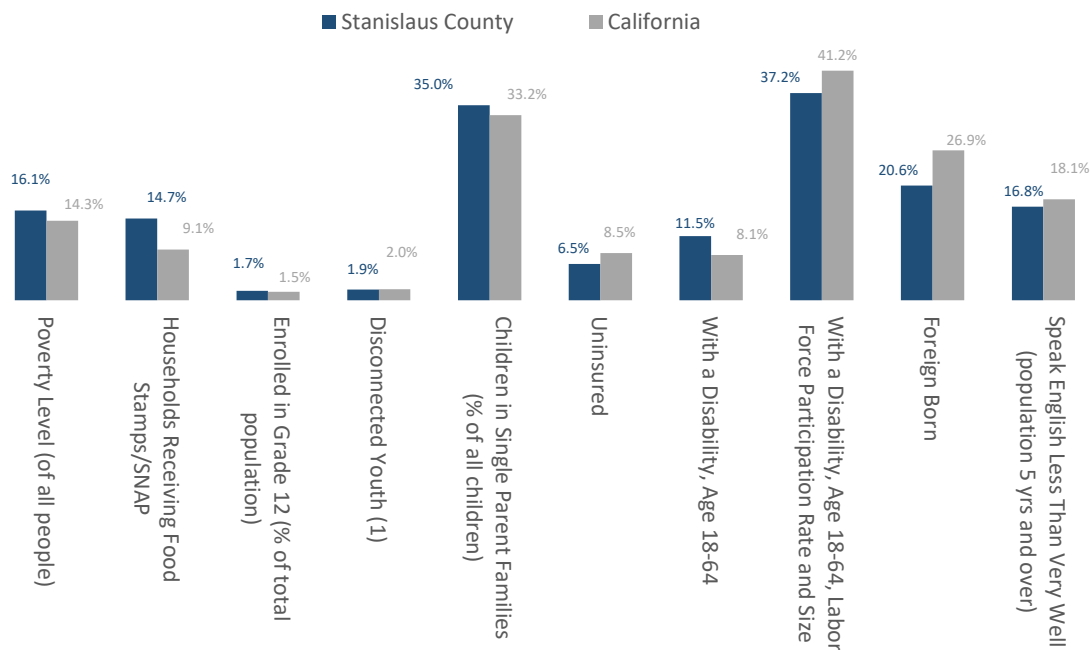
LOCAL OVERVIEW

Stanislaus County lies in the heart of the San Joaquin Valley of California, located in the center of the state. Stanislaus County, with nine incorporated cities and encompassing 1,515 square miles, has a population of approximately 550,600 residents. The County Seat is Modesto, the largest of the nine incorporated cities in Stanislaus County, which also includes Ceres, Hughson, Newman, Oakdale, Patterson, Riverbank, Turlock, and Waterford.

Social Demographics Snapshot

Stanislaus County in many ways typifies the character of California as a whole. While there are some dramatic demographic differences in the local area, as shown in Figure 1, there are many similar characteristics between Stanislaus County residents and California residents as a whole. The most notable statistical differences in Figure 1 are the households receiving food assistance, labor force participation rate for individuals with a disability and foreign-born residents.

Figure 1. Stanislaus County Social Demographics

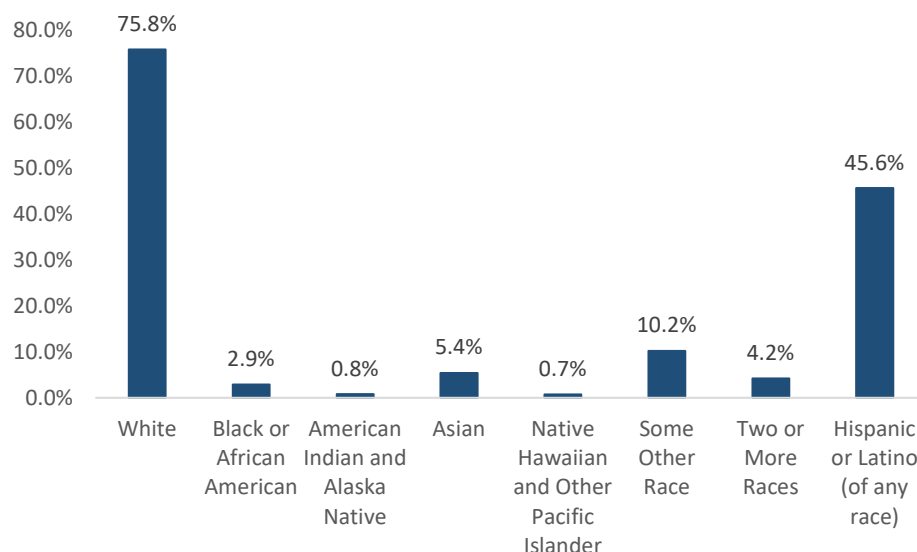


Source: JobsEQ-Economic Overview-Demographics

1. Disconnected Youth are 16-19 year olds who are (1) not in school, (2) not high school graduates, and (3) either unemployed or not in the labor force.

Although most Stanislaus County residents are classified as White, 45% of the overall population identify as Hispanic. Asian ancestry is the next most populous ethnicity, with 5.4% of county residents self-identifying as Asian. Interestingly, Figure 2 shows 10.2% of residents identify as “Some Other Race”, and 4.2% identify as two or more races, lending credence to the concept of multi-culturalism in Stanislaus County.

Figure 2. Stanislaus County Race and Ethnicity



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

Education Snapshot

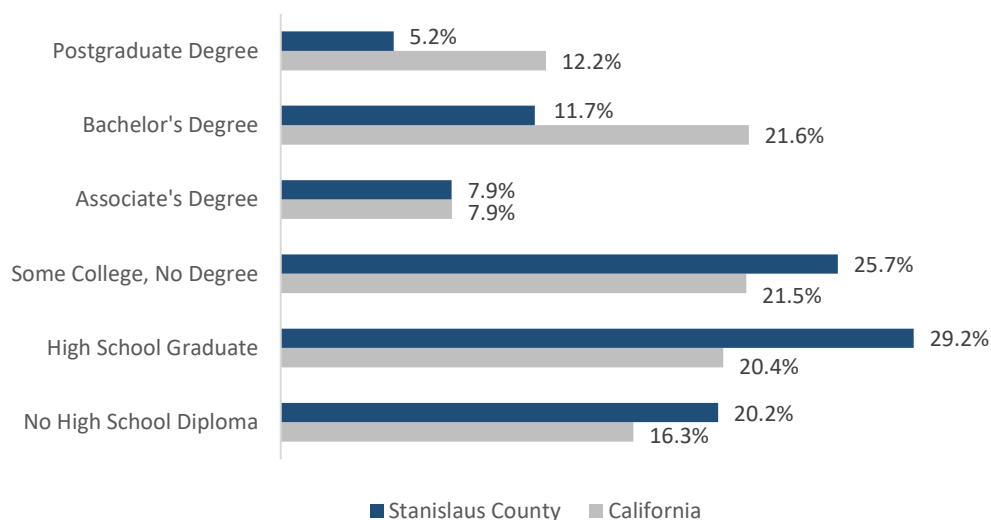
Stanislaus County is home to two publicly funded post-secondary educational campuses. Modesto Junior College (MJC), part of the Yosemite Community College district is located in the heart of Modesto. MJC is primarily engaged in providing Associate Degrees and skills certifications, as well as providing preparation for students interested in transferring to a four-year college. MJC serves the needs of Stanislaus County residents in providing vocational education on a wide array of skills, teaching both theoretical and practical applications. MJC has partnered with SCWD on many occasions, providing WIOA enrolled individuals with pre-apprenticeship programs, cohort trainings, addressing adult education needs, and providing the community at large with educational options in a wide array of topics.

California State University, Stanislaus is located in Turlock, and is the local provider of post-secondary education Undergraduate Degrees, Graduate Degrees, and Advanced Degrees. Widely recognized for its dedicated faculty and high-quality academic programs, the University offers forty-three majors, forty-one minors and more than 100 areas of concentration, along with sixteen master's degree programs, seven credential programs and a doctorate in educational leadership.

According to the Stanislaus County Office of Education Quick Facts report, the K-12 Education System has twenty-five distinct school districts and one Office of Education, serving an estimated 110,400 students. There are nine Unified school districts, and one High School district, servicing approximately 34,173 Secondary School enrollees (2018-2019 enrollments). SCWD has partnership relationships with the three largest school districts, Ceres Unified School District, Modesto City Schools, Turlock Unified School District, as well as a cooperative agreement with The Stanislaus County Office of Education.

The educational attainment of Stanislaus County residents is represented in Figure 3. Of note is the discrepancies between post graduate and graduate degrees held by Stanislaus County residents as compared to the State of California as a whole.

Figure 3. Educational Attainment, Age 25-64

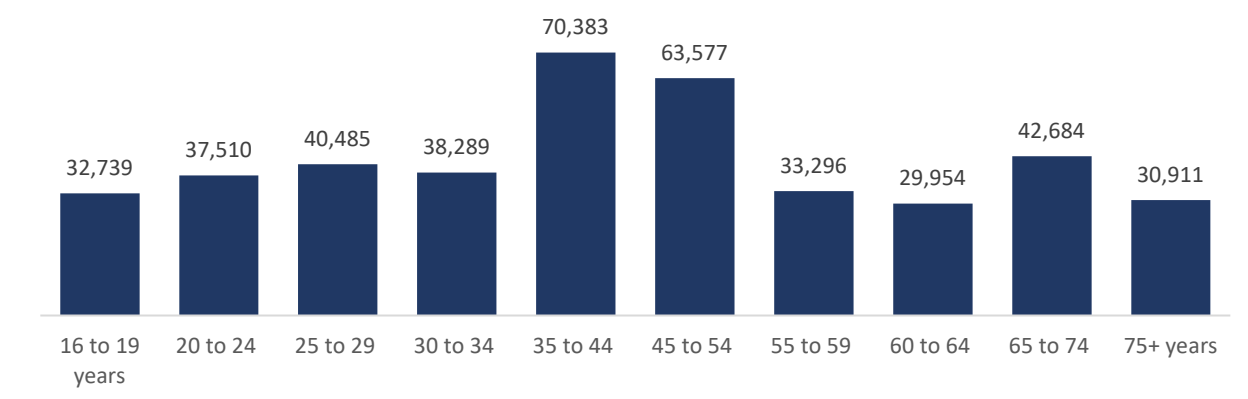


Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

Workforce Snapshot

Stanislaus County's workforce population has a reasonable distribution in terms of age, as shown in Figure 4. The segment of the population ages 25-59 account for 58.6% of the overall workforce, while youth workers age 16-24 represent the smallest percentage of working age individuals at 16.7% of the working age population. Workers in the 60+ age ranges account for 24.7% of the working population, fully 8% higher than the youth workers.

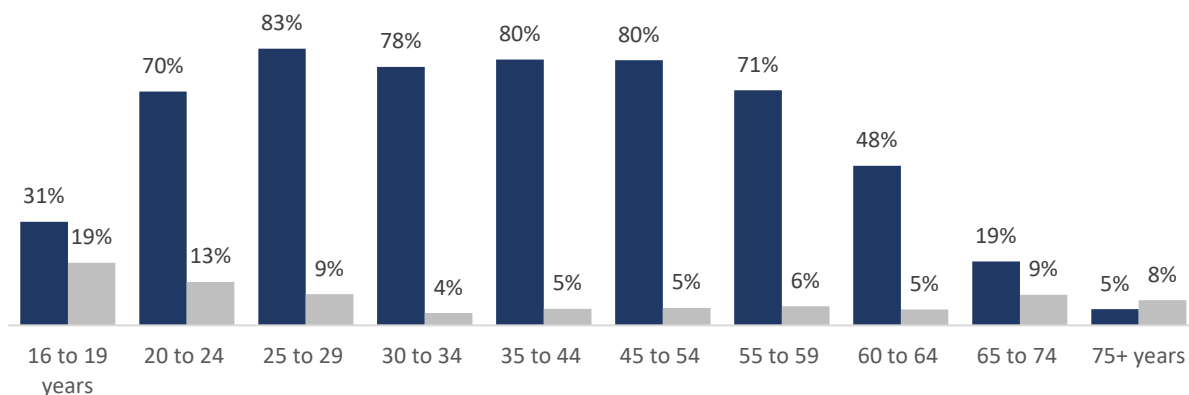
Figure 4. Stanislaus County Working Age Population by Age Group



Source: ACS 1-Year Estimates 2019.

The labor force participation rates and unemployment rates in Figure 5 paint a picture that show the youth section of the labor spectrum is having difficulty entering the workforce. Only 31% of youth from 16-19 participate in the labor force, and the unemployment rate is a staggering 19%. In contrast, 48% of 60-64 year olds are still participating in the workforce, and have an unemployment rate of only 5%. 65+ year olds hold a smaller participation rate, but the unemployment rate for this worker category is still considerably lower than the youth rates. The lowest unemployment rates and highest labor participation rates are predictably in the 30 to 59 year old categories, considered to be the prime working age.

Figure 5. Stanislaus County Labor Force Participation and Unemployment by Age Group



Source: ACS 1-Year Estimates 2019.

Industry Sector Snapshot

Industries with existing demand in Stanislaus County are similar to those of the San Joaquin Valley Regional Planning Unit (SJVRPU). Many factors are considered when determining the Industry Sectors which should be the focus of the Local Workforce Development Area. Factors may include growth, potential future emerging occupations, past and future commitments for development made by the County and its component cities, make-up of current employment in the industry sector, and Location Quotient (LQ) which is a metric of the industry in Stanislaus County versus similar industries in other counties (1.00 = baseline). At the Stanislaus County Workforce Development Board meeting on January 4th, 2021, the Board re-affirmed the Industry sectors of Healthcare, Transportation and Warehousing, Agriculture, and Manufacturing as targets for development of industry sectors.

- Healthcare and Social Assistance is one of the largest employment sectors in the county and will likely continue that trend based on historical growth and the expanding need for healthcare services. This need is being driven by demographics, an aging population across the region, and a large expansion of access to healthcare insurance beginning in 2014 with the Affordable Care Act. Health Care and Social Assistance account for 18% of the total employment in Stanislaus County.
- Warehousing and Logistics, while encompassing a smaller share of the workforce (5%), has grown by 4.6% over the last five years and has a high concentration of

workers compared to national trends. The growth in this sector is likely driven by the expansion of online shopping in the past decade.

- Agriculture accounts for 8% of employment and Stanislaus County has five-times the number of workers compared to the national average (LQ = 5.90). This is likely being driven by the San Joaquin Valley being one of the leading agricultural production regions in the world. The low growth in agriculture can be attributed to automation and technological advances that reduce the number of workers needed as well as geographic limitations on expansion of current agricultural output. Despite the low growth, the seasonality of agriculture employment combined with outsized portion of total employment and LQ indicates that there is employment demand.
- Data from the Manufacturing industry suggests moderate demand for workers, with a growth rate of 0.0% locally over the past 5 years. While manufacturing does account for 11% of the jobs in Stanislaus County, these are largely in the agricultural food processing subsectors. This tracks with a national contraction trend for employment in manufacturing where the industry accounts for 8% all employment, but has seen only 0.3% in annual job growth nationally over the past five years.

Figure 6 below lists the industries with high to moderate employment demand. In Stanislaus County, Transportation and Healthcare and Social Assistance are the industries with highest percent employment, job growth, and concentration of sector employment (also referred to as location quotient or LQ).

Figure 6. Stanislaus County Industries with Existing Employment Demands, 2020 Q2

NAICS	Industry	% of Total Employment	Location Quotient (LQ)	5-Year Annual Growth Rate	Employment Demand
62	Health Care and Social Assistance	18%	1.21	2.9%	High Demand
23	Construction	6%	1.02	4.7%	High Demand
48	Transportation and Warehousing	5%	1.15	4.6%	High Demand
61	Educational Services	10%	1.26	2.7%	High Demand
31	Manufacturing	11%	1.29	0.0%	Moderate Demand
11	Agriculture, Forestry, Fishing and Hunting	8%	5.90	0.0%	Moderate Demand
56	Administrative and Support and Waste Management and Remediation Services	4%	0.69	1.4%	Moderate Demand
92	Public Administration	3%	0.55	1.5%	Moderate Demand
72	Accommodation and Food Services	8%	0.93	0.0%	Moderate Demand
44	Retail Trade	11%	1.10	-0.4%	Moderate Demand
22	Utilities	1%	1.36	0.6%	Moderate Demand
51	Information	1%	0.31	1.1%	Moderate Demand

Source: JobsEQ Industry Snapshot, 2020Q2 based upon a four-quarter moving average, ranked by Employment Demand.

Proportion of total employment is calculated out of a total of 200,948 employed in Stanislaus County. Location Quotient is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an

industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

Occupational Snapshot

According to statistics supplied by JobsEQ in Figure 7, the largest major occupation group in Stanislaus County is Transportation and Material Moving Occupations, employing 20,675 workers. The next-largest occupation groups in the County are Office and Administrative Support Occupations (20,585 workers) and Sales and Related Occupations (18,858).

Figure 7. Stanislaus County, Percent of Overall Occupational Employment by Industry, 2020 Q2

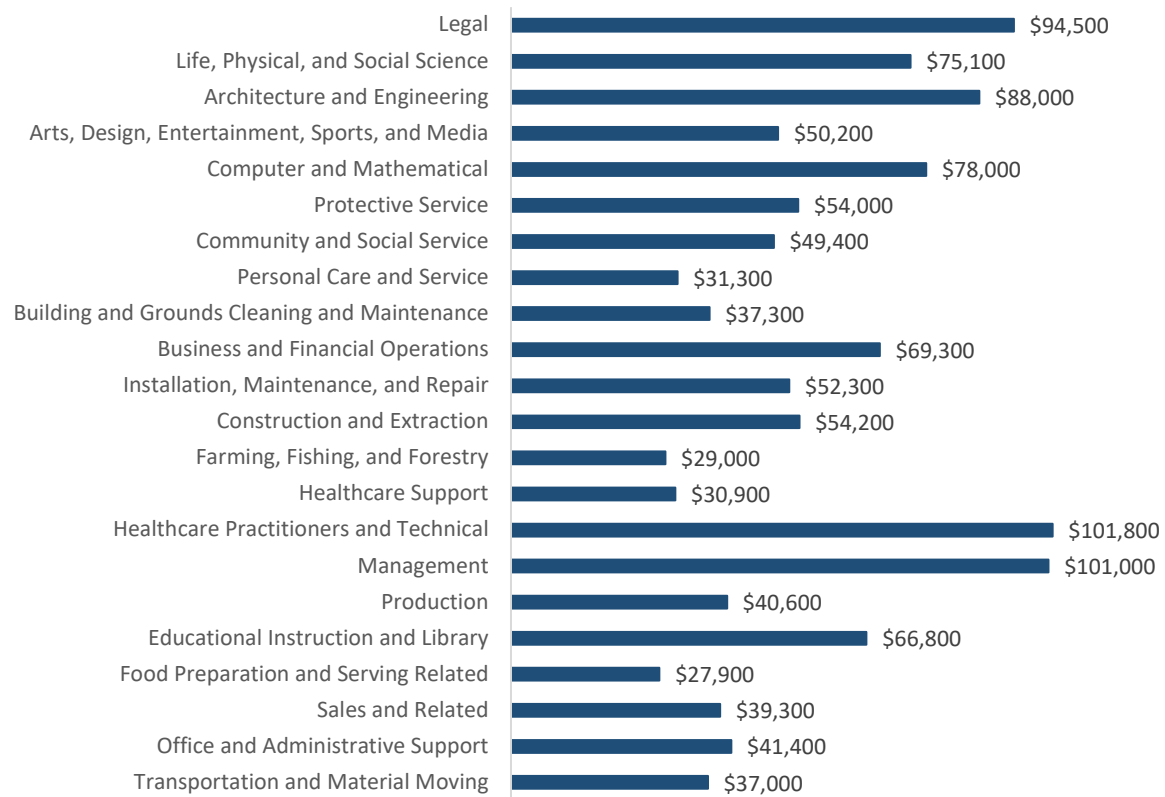


Source: JobsEQ Industry Snapshot, 2020Q2 based upon a four-quarter moving average, ranked by Percent of Total Employment. Proportion of total employment is calculated out of a total of 200,948 employed in Stanislaus County.

Over the next year, the fastest growing occupation group in Stanislaus County is expected to be Healthcare Support Occupations with a +2.7% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Healthcare Support Occupations (+311 jobs) and Food Preparation and Serving Related Occupations (+179). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (2,933 jobs) and Sales and Related Occupations (2,708).

Occupational groups in Stanislaus County with the highest average wages per worker are as noted in Figure 8, Healthcare Practitioners and Technical Occupations (\$101,800), Management Occupations (\$101,000), and Legal Occupations (\$94,500). The unemployment rate in the region varied among the major groups from 2.6% among Legal Occupations to 13.9% among Food Preparation and Serving Related Occupations.

Figure 8. Average Annual Wages by Occupational Category



Source: JobsEQ Industry Snapshot, 2020Q2

WIOA / AJCC CORE AND REQUIRED PROGRAM PARTNER COORDINATION

The primary purpose of the local plan and the corresponding Core Partner discussion is to facilitate access to workforce services at the local level in order to achieve the following goals:

1. Strengthen the Current Workforce
2. Develop Future Talent
3. Support Business Growth

The Stanislaus County Workforce Development Board (SCWDB) continues to work collaboratively with all core partners (Title I, Title II, Title III, and Title IV) and actively engaged them in the planning and implementation of this local plan.

Through the collaboration of the established partnerships and activities across the local area, Stanislaus County Workforce Development (SCWD) continues to enhance the strategic initiatives, leverage its resources, and align business and educational goals. Partners comprising the America's Job Center of California (AJCC) workforce system utilize a uniform referral process, which further expands access to employment, training, education, and supportive services for eligible individuals. The AJCC Memorandum of Understanding (MOU) partnership accomplishes this by having in place an integrated service delivery model that braids resources and coordinates services at the local level to meet client's and business needs.

SCWDB and the AJCC partners are dedicated to developing an educated, skilled workforce that strengthens business and contributes to overall economic success. It is with this primary focus that SCWD strives for effective coordination of all services with the partnership. The following graph shows current partners in the MOU and the roles that they represent.

Organization	Represents	Co-located
Stanislaus County Workforce Development	WIOA Title I	Yes
Ceres Unified School District	WIOA Title II-Adult Education and Literacy	Yes
Modesto City Schools	WIOA Title II-Adult Education and Literacy	No
Turlock Unified School District	WIOA Title II-Adult Education and Literacy	No
Yosemite Community College District	WIOA Title II-Adult Education and Literacy / Carl Perkins Career Tech. Ed	No
Learning Quest Stanislaus Literacy Centers	WIOA Title II-Adult Education and Literacy	Yes
Employment Development Department (EDD)	WIOA Title III-Wagner Peyser/ Unemployment Ins. / Trade Adjustment Act/ Veterans Service	Yes
California State Department of Vocational Rehabilitation	WIOA Title IV- Vocational Rehabilitation	Yes

SER-Jobs For Progress, Inc. Senior Community Service	Title V Older Americans Title V	Yes
Job Corp	WIOA Title I-Job Corp	Yes
California Indian Manpower Consortium, Inc.	WIOA Section 166- Native American Programs / Comm. Services Block Grant	No
Central Valley Opportunity Center	WIOA Section 167- Migrant Seasonal Farmworkers	Yes
Housing Authority of Stanislaus County	Housing and Urban Development	No
Stanislaus County Community Services Agency	Temporary Assistance to Needy Families / CalWORKS/ CalFRESH Employment and Training	No

The services provided by each individual organization in the AJCC Partnership are identified in the AJCC Partnership MOU, as well as cost-sharing methodology and a cost sharing agreement.

WIOA Title II Adult Education and Literacy

SCWDB coordinates with Adult Education and Literacy Activities established under WIOA Title II. SCWDB staff will continue to work with WIOA Title II Adult Education providers, secondary and post-secondary education programs such as Modesto Junior College (MJC), the Stanislaus Partners in Education (SPIE), Stanislaus County Office of Education (SCOE), Learning Quest, Turlock Unified School District and various other school districts within the county to facilitate communication and coordination of Adult Education and Literacy Activities in the local area. The local educational community is committed to working with the SCWDB and its staff to better understand the adult education needs of the local population and how best to address those needs going forward. SCWD continues to attend collaborative meetings, as well as facilitate engagement with the adult and higher education consortium in Stanislaus County. Coordination of these activities have advanced further with increased participation by the K-12 education system, Title II Adult Education and post-secondary education providers. SCWD continues to review local providers' WIOA Title II applications and meeting with adult education representatives to suggest avenues that will assist the Title II providers in aligning with the local and regional plans. Local education providers have demonstrated a commitment to participate in the strategic planning process and understand the value of being in alignment with local and regional workforce development planning.

WIOA Title III Wagner-Peyser and Unemployment Insurance

SCWDB coordinates with employment services established under WIOA Title III, maximizes coordination, and avoids duplication of Wagner-Peyser Act services. Wagner-Peyser services are delivered through the local AJCC by coordination between SCWDB and the State of California Employment Development Department. SCWD staff and EDD are co-located and regularly collaborate to coordinate the delivery of services and address issues. This coordination allows SCWDB and EDD to jointly serve WIOA and Wagner Peyser participants enrolled in the Trade Adjustment Assistance program and Veteran Services. Both workforce staff and EDD partners use the CalJOBS system when

meeting with customers to verify participant registration and data to avoid duplication of services. The CalJOBS system is also used to enhance communication and the sharing of participant data to partner services funded by WIOA. CalJOBS allows the workforce system to move clients through the AJCC system utilizing a common set of career services designed to increase employability and job retention.

The AJCC and the EDD offices were closed to the public for a period of time due to COVID-19. Services continued to be available both virtually and by telephone through the crisis. AJCC services were pivoted to make them more accessible remotely, opting to utilize technology-driven pathways to meet the continuing needs of local constituents.

Vocational Rehabilitation and WIOA Title IV

WIOA places a high importance on understanding and overcoming the barriers of participants with physical, mental, or emotional disabilities, which may preclude them from gaining meaningful careers. SCWDB coordinates with vocational rehabilitation programs established under WIOA Title IV, including coordinating case management and aligning service delivery.

The Department of Rehabilitation (DOR) is co-located in the Modesto AJCC, and has a Local Partnership Agreement (LPA) that encompasses San Joaquin and Stanislaus County. The intent of the agreement is to increase options for Competitive Integrated Employment (CIE) and improve the levels of services and employment opportunities for individuals with disabilities. The agreement focuses on improving the outcomes of individuals with disabilities through person-centered planning, and streamlining the provision of services targeted to individuals with Intellectual Disabilities and Developmental Disabilities (ID/DD).

The LPA core partners collaborate amongst each other to prepare individuals with disabilities on promoting their level of pre-employment transition skills. Services by partner agencies may include:

- DOR: Counseling and Guidance, Self-Advocacy, Career Exploration, Work Experience, Customized Employment, Employment Services.
- Valley Mountain Regional Center: Paid Internship Program.
- Local Education Agencies: Transition Planning, Individual Education Plan (IEP), WorkAbility I, Adult Transition Program, Transition Partnership Programs, California Career Innovations.
- Community Partner Agencies: Employment Preparation, Job Placement, Job Coaching, Personal Vocational Social Adjustment, External Situational Assessment, Work Experience.

DOR is represented on the Stanislaus County Workforce Development Board, and regularly participates in the AJCC monthly co-located partner, and the quarterly AJCC partnership meetings.

The AJCC Partnership and System Coordination

The AJCC system provides an opportunity to connect customers with the full range of services available in their communities. Each organization that participates in the AJCC system has signed a local AJCC Partnership Memorandum of Understanding (MOU). The

purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. This includes education and training services as well as other wrap-around, supportive and supplementary services that are critical to ensuring the successful placement and retention in quality jobs.

SCWDB and AJCC partners ensure the continuous improvement of eligible providers through the system and that such providers meet the employment needs of local employers, workers, and job seekers. Other representative organizations may join this MOU, and while there is no Youth Build in the local area, options for inclusion of these types of programs are available should these programs exist in the future. Similarly, there are no Second Chance organizations operational in Stanislaus County, however, SCWD does have an active Prison-to-Employment program, and works with Stanislaus County Probation and other justice-involved population service providers for co-enrollments. The SCWDB strives to create an integrated, customer-centered, and seamless workforce system for employers and jobseekers. Through ongoing collaboration, the SCWDB is striving to develop consistent service definitions, business practices, and efficiencies that will allow for improvement of the customer experience for both business and jobseeker customers.

Co-Enrollment Strategies Within the AJCC Partnership

SCWD and AJCC partners work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 (PDF), Strategic Co-Enrollment – Unified Plan Partners. In support of common case management and co-enrollment strategies, all Title I and Title III partners use the CalJOBS system as the primary tool for capturing WIOA intake and case management information. This system accurately tracks co-enrolled activities and includes at a minimum, projected start and end dates, details regarding service outcomes, identifies coordinated services and the responsibilities of the partners associated with the co-enrolled services. Inter-partner referrals are currently being processed by use of the AJCC Partnership Referral Form, which has streamlined the process of communicating pertinent customer information to all parties involved. Additionally, SCWD and the Stanislaus County Community Services Agency co-enroll Welfare to Work customers to increase program efficacy and promote seamless delivery of services. MJC and SCWD often collaborate on special projects that promote co-enrollment to increase the occupational skills of shared customers. SCWD continues collaboration with the AJCC partners to develop best practices in communicating, tracking, and case managing of shared customers that will ensure that all services are being coordinated and not duplicated.

The One-Stop Operator convenes monthly meetings of the co-located partners in the AJCC and quarterly meetings of all AJCC partners. Partners have opportunities to provide input and comments regarding service provision, physical attributes of the center, and may highlight their organizations' challenges and successes in relationship to the AJCC. Additionally, bi-annual meetings occur for staff cross-training with all AJCC partners.

Remote Access to AJCC Services

SCWDB and AJCC partners facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other

means. The SCWDB currently has one comprehensive AJCC. The SCWD website includes all AJCC partner website links with contact information. To increase access to services, the website is updated continually to promote AJCC services and programs. The use of social media pages (e.g., Facebook and LinkedIn) provides a broad and inclusive communication avenue for job posting, AJCC events, and services. AJCC partners are available to answer customer information via phone and email.

In addition, SCWD has accelerated the use of technology by incorporating career-counseling sessions via Microsoft Teams, e-mail communication, and the use of self-service kiosks in the comprehensive AJCC. The COVID-19 crisis has increased the availability of attending an orientation virtually, and has alleviated the need for customers in outlying areas to travel for access to services. SCWD is using the CalJOBS WIOA Pre-Application, which streamlines the eligibility process as well as allowing uploading and confidential messaging for sensitive documents. To address COVID-19 closure issues, SCWD is using the CalJOBS remote access feature for customer signatures on the WIOA Application, allowing services to be provided to individuals unable to access the Comprehensive AJCC.

Coordination with Secondary and Post-Secondary Education

SCWDB and AJCC partners coordinate relevant secondary and postsecondary education programs and activities, including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, to coordinate strategies, enhance services, and avoid duplication of services. The SCWD staff will continue to work with WIOA Title II Adult Education providers, secondary, and post-secondary education programs such as Modesto Junior College (MJC), the Stanislaus Partners in Education (SPIE), Stanislaus County Office of Education (SCOE), VOLT Institute, ROP programs, Turlock Adult Schools, and various other school districts within the County. SCWDB's goal is to facilitate communication regarding AJCC partner services, use of shared supportive services through co-enrollment, reductions of redundancies, and how to better coordinate adult education efforts in the local area.

The SCWDB, with the help of local community partners, will continue to participate in Sector Strategies as approved by the SCWDB for four key industry areas: Healthcare, Warehousing and Logistics, Agriculture, and Manufacturing. Sector Strategies helps businesses collectively articulate the skill gaps in each of the respective industries.

The educational community is striving to incorporate the opinions and needs of businesses and the workforce community to assure that the program designs are more targeted to the needs of businesses, and will have a greater impact on the business community. The SCWDB seeks to assist businesses in closing gaps in hard and soft skill development through facilitating communication between businesses and the area educational and vocational partners. This type of facilitation will help ensure that the curriculum used for training and worker development meets industry demands.

The SCWDB will continue to encourage and facilitate the relationships between businesses and educational partners to assist in the development of career pathways. Career pathways are understood to provide substantive planning direction for WIOA. The SCWD staff continue to encourage the local educational community to work with business

to better understand the workforce development needs of the local population and how to best address those needs going forward.

AJCC Access for the Disabled Community and WIOA Section 188 Compliance

SCWDB and AJCC partners must 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, and materials for individuals with disabilities. The comprehensive AJCC is located in the Modesto EDD office, which is ADA compliant, providing ease of access to all persons with a physical disability. The AJCC provides outreach materials and the website provides contact information for customers to request accommodations to access services. SCWD has contracted with a sign language translation service for presentations and makes that service available for individual appointments. Specialized appointments are available for Spanish speakers, and for requested language needs other than Spanish (e.g., Farsi and Assyrian). The AJCC staff has collaborated with Department of Rehabilitation (DOR) to leverage their expertise and resources, to brainstorm accommodations and encourage co-enrollment of customers with specific needs.

To assist customers who have visual impairments, AJCC computers can enlarge the font for easier viewing, as well as setting option for text reading based on the needs of the individual. The AJCC has a workstation specifically designed to accommodate the disabled population, with additional computer software by Fusion, which provides for the needs of both the hearing and visually impaired individuals. Additionally, AJCC staff have collaborated with EDD staff to provide accommodations as needed, such as assistance with reading information to customers with visual impairments, or assisting with basic data entry for customers with disabilities.

In accordance with WIOA Section 188, SCWD and the AJCC partners are committed to providing equal access to all customers to an environment free from discrimination. SCWD provides access to a workforce professional acting as an Equal Opportunity Officer, and post signs in the AJCC advising customers of procedures they may follow, and who to contact if they feel they have experienced discrimination or discriminatory activities within the AJCC. Additionally, staff in the AJCC attend trainings designed to promote cultural and ethnic diversity, which foster the ideology of inclusion.

All participants in WIOA Title I Youth, Adult and Dislocated Worker intensive and training services are advised of the policies and procedures related to discrimination, equal access, and their rights as a program participant under WIOA in a written format. This form includes the access to the Equal Opportunity Officer, specific covered individuals, and how to file a claim related to discrimination if a customer experiences discrimination or has a programmatic grievance. All individuals sign this form, and receive a copy of the information at eligibility determination.

STATE STRATEGIC PARTNER COORDINATION

The Stanislaus County Workforce Development Board (SCWDB) is continuing to grow the strategic partnerships established under the previous Local Plan modification guidance. Within the SCWDB two-year modification of the PY 2017-2020 Local Plan, published in the spring of 2019, SCWDB endeavored to establish new partnerships with strategic partners included in the State Plan. Progress made by SCWDB in these partnerships since the modifications were complete as well as SCWDB's plan to continue the partnerships over the next four years are clarified in this section of the Local Plan.

CalFresh Employment and Training (CFET)

SCWDB coordinates with the Stanislaus County Community Services Agency (CSA) and other local CalFresh Employment & Training partners such as community based organizations (CBO) and community colleges to serve local CalFresh populations. Stanislaus County Workforce Development met with CSA's CalFresh Employment and Training (CFET) representatives to discuss their inter-agency relationship. Administrators of the Stanislaus County Community Services Agency's CFET program have advised SCWD that the CFET program is limited to a 90-day duration, and because of funding levels there is one case manager assigned to the CFET program. At enrollment, the participant completes a work-readiness workshop and begins their job search activities. Staff may place a nominal number of participants on work experience sites, and assist participants in job search activities. CFET customers are made aware of the services Workforce Development can provide them to market their skills to the employer community.

As a response to COVID-19 service delivery options, SCWD staff are developing video-based workshops, and will share the videos with CFET staff to provide guidance for CFET participants. The workshops will focus on teaching participants how to present themselves and their skills to employers, interviewing skills, awareness of employers' expectations, resume building, and job search practices. The workshops will help participants understand the value of a longer-term program in assisting them to transition to career opportunities. The workshops will also serve as the foundation for CFET referrals and co-enrollment with WIOA programs. The goal of this workshop series is to have some foundational skills prior to transitioning to Workforce Development, and for those that do not transition, to have a more developed understanding of employers' expectations and ability to find employment.

Referred participants will be co-enrolled in WIOA services and receive intensive services designed to place them in employment, or in cases of underemployment, help them gain access to higher-level employment opportunities. Where appropriate and necessary, SCWD may refer participants to educational partners such as the K-12 system, Adult Education, or Modesto Junior College to enhance their educational portfolio. This will allow participants to meet industry minimum acceptable levels in reading and mathematics, or get their High School Diploma or High School Equivalency credentials.

SCWD will case manage the CFET referrals through WIOA funded career management services and assist the client with their job search activities. The activities will be on a one-on-one basis, and include intensive services, assistance with identifying employers in need of their skills, and identification of cross-functional careers that utilize their

transferrable skills. In cases where the skill level of enrollees does not match that needed by local employers, participants will be given vocational assessments to determine their skill level, and given career guidance. Where vocational training or upskilling is warranted, the co-enrolled clients will be able to access WIOA funded training to assist them in attaining the skills necessary to reenter the workforce. Training may include On-The-Job Training or vocational training with an approved Eligible Training Provider List vendor, Modesto Junior College, Pre-Apprenticeships or other training opportunities that meet the local industry sector pathway goals.

When a CFET client has completed the workshops, vocational training or On-the-Job Training, and is ready to accept unsubsidized employment, the case manager will assist them with finding appropriate opportunities in the local labor market. Placement assistance would include referrals to employers, and assisting the enrollees with support systems that would enable the participant to become more marketable to employers. This will include supportive services in the form of interview and/or work clothing appropriate for the types of jobs that the participant is seeking. Community-based organizations such as Center for Human Services, AspiraNet, Central Valley Opportunity Center and others may be leveraged for wrap around supportive services such as mental health assistance, housing, utility assistance, drug and/ or alcohol dependency issues, etc.

Coordinating Services to Non-Custodial Parents

SCWDB coordinates with Local Child Support Agencies and partner CBOs to serve the local non-custodial parent population. SCWD has collaborated with the Stanislaus County Department of Child Support Services (SCDCSS) in the past under the National Child Support Parent Employment Demonstration grant project (CSPED). This national demonstration project worked specifically with the non-custodial parents (NCPs) population, and provided a strong basis for a valued partnership. It remains the long-term goal of both agencies to provide value added services to SCDCSS customers, and reduce child support arrears through gainful employment of non-custodial parents. When possible, SCDCSS refers non-custodial parents to the AJCC for employment services.

SCWD will continue to partner with SCDCSS to review referral mechanisms, and opportunities for information sharing regarding non-custodial parents while complying with confidentiality requirements. SCDCSS is prohibited from expending its IV-D funds on workforce activities, and WIOA has eligibility guidelines, such as income and dislocated worker status that limit the ability for co-enrollment as well. Case Managers from both programs will communicate effectively to meet the guidelines for both agencies. Referred participants will be co-enrolled in WIOA Services and receive intensive services designed to place them in employment, or in cases of underemployment, help them gain access to higher-level employment opportunities.

SCWD will case manage the NCP through WIOA funded career management services and assist the client with their job search activities. The activities will be on a one-on-one basis, and include intensive services, assistance with identifying employers in need of their skills, and identification of cross-functional careers that utilize their transferrable skills. Where vocational training or skills upgrading is warranted, the non-custodial parents will be able to access WIOA funded training to assist them in attaining the skills necessary to re-enter the workforce. Additional education and/or training may also be provided through Modesto Junior College, as appropriate and deemed necessary by the

case managers, especially with regard to offerings that promote sector pathways strategies, and are focused on in-demand industries. Training may include On-The-Job Training or vocational training with an approved Eligible Training Provider List vendor to assist the NCP in obtaining careers focused on providing a livable wage and the ability to meet their child support requirements.

Support for Intellectual and Developmental Disabilities and Competitive Integrated Employment

SCWDB coordinates with partners identified in the Local Partnership Agreement established in alignment with the Competitive Integrated Employment Blueprint to improve services for jobseekers with Intellectual Disabilities and Developmental Disabilities. The Department of Rehabilitation (DOR) has a Local Partnership Agreement (LPA) that encompasses San Joaquin and Stanislaus County. The intent of the agreement is to increase options for Competitive Integrated Employment (CIE) and improve the levels of services and employment opportunities for individuals with disabilities. The agreement focuses on improving the outcomes of individuals with disabilities through person-centered planning, and streamlining the provision of services targeted to individuals with Intellectual Disabilities and Developmental Disabilities (ID/DD).

The LPA seeks to bring participating organizations together to share information, reduce redundancy in the programs, detail plans for interagency referral and co-enrollment, and assist each other in determining the best course of action for consumers of the disability services sector. This is accomplished through shared documentation for which release of information forms are obtained from the primary partners providing the services. The LPA core partners collaborate amongst each other to prepare individuals with disabilities on promoting their level of pre-employment transition skills. Services by partner agencies may include:

- DOR: Counseling and Guidance, Self-Advocacy, Career Exploration, Work Experience, Customized Employment, Employment Services
- Valley Mountain Regional Center: Paid Internship Program
- LEA: Transition Planning, IEP, WorkAbility I, Adult Transition Program, Transition Partnership Programs, California Career Innovations.
- Community Partner Agencies: Employment Preparation, Job Placement, Job Coaching, Personal Vocational Social Adjustment, External Situational
- Assessment, Work Experience.

The LPA core partners will continue to collaborate on the best practices, communication, cross-training, resource building, networking and other efforts leading to the promotion of CIE outcomes for youth and adults with disabilities. Many of the LPA partners have representation on the Local Workforce Development Board, and are partners in the AJCC system.

SCWDB supports this Local Partnership Agreement, and encourages the partnership to develop stronger ties to the America's Job Center of California system for the development of more CIE sites. SCWD has a representative attending the LPA meetings in an effort to provide a voice for the AJCC, and streamline the referral process between the partners and the SCWD for persons with disabilities.

SCWD staff attend DOR trainings as part of an on-going effort to educate staff regarding the DOR policies, procedures and eligibility criteria. The trainings are part of a cooperative education component in association with DOR, California Workforce Association and the California Workforce Development Board. DOR is represented on the Stanislaus County Workforce Development Board and is co-located in the comprehensive AJCC one-stop center in Stanislaus County. Services to individuals with disabilities continues to be a priority for WIOA funded programs, and SCWD plans on continuing to assist all partners in integrating services whenever possible.

Inclusion of English Language Learners and Foreign Born / Refugee Services

SCWDB coordinates with local partners, including CBOs, to improve service delivery to individuals who are English language learners, foreign born and/or refugees. SCWD provides career services to Limited English Proficient (LEP) customers throughout the AJCC. Once enrolled in WIOA, customers receive a wide array of services such as career advisement, vocational training in logistics and referrals for other non-employment related services like utility or housing assistance. SCWD continues to build strong linkages with service providers to the English Language Learner (ELL) community, such as the International Rescue Committee (IRC), and provides staff members that can address the needs of monolingual populations within the comprehensive career center. Languages for which translation services are provided by SCWD staff include Spanish, Cambodian, Farsi, Assyrian, Hindi, and Punjabi. SCWD works with partner organizations that traditionally serve the ELL community to provide a network of services designed to engage this population. Further support from multiple agencies will aid in retention in regional sector pathway programs, and trainings for in-demand occupations.

SCWD has increased services to the Spanish speaking population and now provides Spanish orientations, WorkKeys assessments, resume workshops and CalJOBS navigation workshops to Spanish speakers. SCWD staff have been fostering relationships with service groups including El Concilio, the Hispanic Chamber of Commerce, and City Ministry Network to increase awareness of WIOA programs to additional ELLs in the Stanislaus County area, including underrepresented business. Meeting the basic skills needs of ELL population proves to be especially difficult, and linkages are planned with adult education providers to coordinate services to address the basic skills needs of ELL individuals in the WIOA programs. SCWD is partnering with Ceres Adult School for co-enrollment of ELL's with activities that are tied to obtaining work skills while participants are on the Adult Education track.

Central Valley Opportunity Center (CVOC), the local Title I WIOA 167 provider, regularly attends the Stanislaus County Workforce Development Board meetings and AJCC Partnership meetings, and has a good working relationship with SCWD youth and adult program staff. CVOC is a High School Equivalency Program (HEP) grantee, 1 of only 12 in California, from the Department of Education (Federal) and provides intensive High School Equivalency preparation to Migrant Seasonal Farm Workers. SCWD and CVOC provide cross-program orientations for Spanish speakers. CVOC has full-time staff on-site at the AJCC to co-facilitate the orientations, and regularly participate in Rapid Response activities in the local area.

Under the Health and Human Services Agency's Welfare to Work program, SCWD manages contractual relationships with sub-recipient Community Based Organizations

(CBOs) that provide services to the refugee population in Stanislaus County. Workforce Development and Stanislaus County Community Services Agency staff work with CBOs such as Central Valley Opportunity Center, AspiraNet, Center for Human Services, Sierra Vista and El Concilio to provide a wide range of services including Vocational English as a Second Language, job search skills, labor market information, job search and retention workshops. Participants are referred to the Community Services Program Plus (CSP+) activities. CSP+ addresses issues such as being unable to pass a drug screening, working or going to school part-time, third trimester pregnancy, unable to pass a background check, or other situations that may that impede employment. Community Services Agency staff develop the employment services plans for this population in coordination with SCWD and the CBO providing the services.

WIOA TITLE I COORDINATION

Staff Training and Preparations to Enhance Customer Satisfaction

At the time of the construction of this plan, COVID-19 has changed the landscape of how services are delivered to targeted audiences. In response to limitations of in-person visits and suspension of group activities such as in-person orientations and workshops, distance learning and virtual meetings have temporarily become the vehicle of choice for interactions. Staff have had the opportunity to develop skills necessary for video conferencing, and have taken the opportunity to increase their digital fluency through training on the use of currently popular platforms such as Microsoft Teams and Zoom. Video enabled workshops, and the ability to access those workshops remotely will give customers the ability to choose what method of service delivery they would prefer to use.

Equally important is the staff's sensitivity to customers that do not have ready access to technology that is required to interact in this manner. Staff will continue to strike a balance between the needs of customers and the newly acquired ability to interact with customers in a virtual environment. SCWD will continue to invest in staff's ability to meet technological challenges, and provide customers with options that enable services to be delivered in multiple settings.

Training and professional development of staff is projected to be rigorous over the next few years. Training related to cultural competencies is planned, and SCWD staff have a Cultural Awareness workgroup, which enhances the understanding of the importance of multi-culturalism in the organization. Staff have already been exposed to training for understanding behaviors of Trauma Exposed population through Scott McClure's workshops for reintegration techniques of previously incarcerated individuals, and more training and professional development will be made available through the Regional Planning Slingshot professional development training opportunities.

Coordination of Workforce Activities and Rapid Response Activities

SCWDB coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as outlined in the EDD's Directive16-04, Rapid Response and Layoff Aversion Activities. The primary purpose of Rapid Response activities is to enable affected workers to return to work as quickly as possible following a layoff, or to prevent layoffs altogether. Rapid Response also tracks labor market trends, increased Unemployment Insurance claims, public announcements through the California

Worker Adjustment and Retraining Notification (WARN) Act notices, and analyzing economic data to assess the health of local industries.

SCWD acts as the local Rapid Response coordination body and work as a conduit for directing dislocated workers affected by layoffs or closures to the AJCC. SCWD is familiar with the programs and processes that serve affected workers and receives Worker Adjustment and Retraining Notification (WARN) notices for action directly from the EDD. When making presentations to the personnel of companies, SCWD invites partner organizations such as EED and CVOC to assist in providing information regarding AJCC partnership services. It is in the regional coordination of these partnerships where the appropriate business and employment solutions can be identified, defined and implemented. Business engagement activities such as customized training, incumbent worker training, and work sharing strategies are among the many WIOA funded strategies that SCWD can deploy on a local and regional basis to assist companies in averting layoffs. SCWD staff regularly participate in the Central Valley Industry Engagement Roundtable (CVIER), to share information with regional partners which may affect their rapid response units as well. This value-added approach promotes trust in the business community, and positions the AJCC workforce system as an information resource for critical business needs in the local and regional economic area.

Layoff aversion strategies are an important ingredient in addressing the needs of local businesses through rapid response activities. SCWD contracts with Valley Sierra Small Business Development Center (SBDC) for provision of services related to avoiding layoffs and assuring businesses remain viable in the local area. The SBDC helps with business planning, assessing the health of business finances and provides viable alternatives to closure and layoffs. SBDC also provides assistance with securing capital to maintain the business operations or help with growth opportunities, and provides education, guidance and mentorship for fledgling start-ups.

As a part of layoff aversion, SCWD also maintains a contractual relationship focused on industry sector strategies with Opportunity Stanislaus. Opportunity Stanislaus convenes local businesses to information share about their industry sector, and assists businesses in problem solving and identification of industry issues and best practices. Opportunity Stanislaus also interviews individual businesses to determine their needs and plans for expansion or contraction in the coming year. This information is conveyed to the SCWDB in reports to the Local Board, and used in the decision making process to determine what actions SCWDB may take to help support businesses in the local area.

Title I Adult and Dislocated Worker Services and Activities

Stanislaus County Workforce Development (SCWD) and the AJCC partnership works with the general population of adults and dislocated workers as prescribed in the Workforce Innovation and Opportunity Act (WIOA) to assist with accessing relevant opportunities to increase employability and long-term occupational growth. Services provided to customers by the career services unit are depicted below:

Basic Career Services

Eligibility Determination	Complete intake process for WIOA enrollment.
---------------------------	--

Workforce Preparation Activities	Activities focused to increase customer's employability; i.e., work readiness classes.
Employment Skill Assessments	Complete WorkKeys, eSkill, Typing tests.
Informational Workshops	Classes focused on resume, interviewing, employer readiness understanding.

Individualized Career Services

Development of Individual Employment Plan	Determine action steps that will assist client in meeting employment objectives.
Career Advisement	Provide information and feedback regarding employment focus activities.
Supportive Services	Obtain transportation, clothing, and other financial assistance to complete activities.
Comprehensive Assessment	Determine specific employment gaps and formulate a detailed activity plan around the assessment results received in basic career services.
Case Management	Receive intensive case management from professional staff skilled in providing guidance and support during WIOA participation.
Work Based Learning Activities	Participate in paid internship/work experience and earn income while learning employment skills.

SCWD and the AJCC partnership also provide assessment of basic skills and current occupational skill-sets using National Reporting System (NRS) approved assessment tools and WorkKeys, which are also available to Spanish speaking customers. Using the results of those assessments, workforce staff counsel clients in labor market trends and career choices based on labor market data, and may recommend training in paid internships, On-the-Job Training or assess the need for occupational skills training with a private post-secondary education or training provider.

SCWD has administrative access to the Eligible Training Provider List through CalJOBS, and regularly updates and manages the training providers in the local area to assure that training is approved, insurance requirements are met, and courses are available for local adult, dislocated workers and youth participants. SCWD maintains a system to vet the needs of clients who select to attend vocational skills training, and require those students to conduct labor market research to assure they are aware of their self-directed training options.

Training Services

Vocational and Customized Training	Receive classroom provided training focused on providing a certificate recognized and valued by industry.
On-the-Job Training	Employer provided training that is specific to upgrading a participant's skills as identified by their position and a comprehensive training plan.

Follow-Up Services

Services provided for participants placed in unsubsidized employment	Staff will assist participant's services such as updating resume, interviewing techniques and career guidance for up to 12 months after the first day of employment.
--	--

SCWDB ensures priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient as outlined in WIOA Adult Program Priority of Service (WSD15-14). SCWDB complies with these AJCC centric policies. Priority for receipt of individualized career services and training services is given to customers who are residents of Stanislaus County in the following order:

1. To veterans and eligible spouses who are recipients of public assistance; low income, including those who are underemployed; or basic skills deficient
2. To other recipients of public assistance; low-income individuals, including those who are underemployed; or individuals who are basic skills deficient
3. To veterans and eligible spouses who are not recipients of public assistance; not low-income individuals, including the underemployed; or who are not basic skills deficient
4. To long-term unemployed individuals
5. To all other persons who are not listed above

Priority of service (WSD 15-14) is given specifically to the adult and dislocated worker populations who meet WIOA Title I eligibility criteria. Through the work of the Title I providers, adult and dislocated workers can access career services, supportive services, individual employment plan development, structured job search, group and individual career counseling, individualized skill development strategies, work experience opportunities, as well as other services.

Youth Services under WIOA

SCWDB has a sitting Youth Development Committee to advise the Board, and assist staff in the development of youth-centered programs. The WIOA places an emphasis on the expansion of youth services. As a result, youth services as a whole are expected to grow in both scope and availability. Integration of youth services into the AJCC is expanding, and both current and future youth service organizations will be expected to maintain a

presence in the AJCC. This integration will maximize coordination between youth providers and minimize duplication of services, as well as provide direct access to youth service providers at the comprehensive AJCC. A larger emphasis is being placed on Out-of-School youth, as WIOA identifies Out-of-School youth as the target population most in need of services.

The SCWD youth service provider(s) is required to complete assessments (including individual service strategies for each participant); enter eligibility documentation into the CalJOBS system; and provide financial literacy, work maturity skills, career counseling, supportive services, and transitional services for post-secondary education. They also offer extensive assistance on resume preparation, interviewing skills and techniques, and how to properly present themselves to employers when seeking employment.

The youth services provider(s) offers work-based learning activities such as paid work experience and On-the-Job Training opportunities, as these types of work-based learning services teach youth foundational skills that are required to be successful in the workplace. Occupational skills training at local vocational education providers are also made available for youth that have a specific career goal that requires vocational training. Participants entering a youth program without a High School Diploma or General Equivalency Diploma (GED) are required to attend secondary school equivalent courses with the expectation that these individuals obtain a High School Diploma or GED.

Youth with disabilities have been and continue to be served by SCWDB youth contractors. Stronger ties to other organizations providing services to the disabled community are being forged as the youth provider(s) integrate into the AJCC partnership. Additionally, English Language Learner (ELL) services are made available by youth providers to ensure inclusion of youth who may have limitations in English proficiency.

The youth provider(s) has all enrolled clients go through a set of pre-employment workshops. During these workshops, basic technology and digital literacy are introduced and covered with each client; focusing on email, job search/job applications, digital resumes, social media and work do's/don'ts. Clients have access to laptops in all of the offices to complete these tasks, and are shown how to use computers, and how to print and save documents appropriately. Clients who are working on academics in any form are also shown how to properly use on-line platforms, such as Zoom, Skype, Microsoft Teams etc. In addition, the youth provider currently has a Website Development Program which allows youth to learn how to build and maintain live functional websites, basic coding graphic design and other technological terminology. The Youth provider also collaborates with Stanislaus County Office of Education (SCOE) and Modesto Junior College (MJC) to assist youth to enroll in their IT Certification Program, which allows youth to gain further IT certifications that are industry required, recognized, and increase the digital literacy of local youth.

Disbursement of WIOA Funds in Stanislaus County

The agency responsible for disbursement of grant funds and grant administration in Stanislaus County is Stanislaus County Workforce Development, a County department. The Chief Local Elected Official (CLEO) and the Board of Supervisors (BOS) maintain fiduciary responsibility for WIOA funds and have delegated administrative authority to Stanislaus

County Workforce Development. Stanislaus County Workforce Development submits its spending plan/budget to the Board of Supervisors for approval.

Subgrants and contracts for services that are necessary and not provided by SCWD are competitively procured in accordance with guidelines for procurement outlined in 2 CFR §200, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. When specialty services are necessary and/ or a competitive procurement produces no bidders, SCWD follows 2 CFR §200 guidelines and may procure the necessary services through a sole-source procurement methodology.

The Department's fiscal staff submits monthly and quarterly expenditure reports to the State on a cumulative basis following the modified accrual basis of accounting. The State then reimburses the County Treasurer, which in turn holds the funds in the Stanislaus County's cash pool account. Stanislaus County's Auditor Controller's Office issues all checks and payments to vendors and contractors on behalf of Stanislaus County Workforce Development.

America's Job Center of California (AJCC) Operator and Career Services Provision

The SCWDB currently has one comprehensive AJCC one-stop in Stanislaus County. The AJCC One-Stop Operator currently is a contracted entity for a multi-county sub-region of the San Joaquin Valley and Associated Counties. At the July 10, 2017 meeting, the Stanislaus County Workforce Development Board approved to enter into a sole-source agreement with the five-county consortium made up of Stanislaus, San Joaquin, Merced, Madera and Kings Counties to engage the services of an AJCC One-Stop Operator for the region, after competitive Requests for Proposals failed to secure a qualified AJCC One-Stop Operator. The consortium's contract for the AJCC One-Stop Operator includes the minimum duties allowed by law to be considered an AJCC One-Stop Operator, and staffing for the Stanislaus County AJCC reverts to Stanislaus County Workforce Development and its AJCC partner organizations. The AJCC One-Stop Operator service contract agreement with ProPath, Inc. began July 1, 2019 and ends June 30, 2021, at which time the consortium will again attempt to engage an AJCC One-Stop Operator through the competitive RFP process.

Workforce Innovation and Opportunity Act (WIOA) Final Regulations, Section 679.410(b) states that a local workforce development board may act as a provider of Career Services only with the agreement of the chief elected official in the local area and the Governor. The Stanislaus County Workforce Development Board has been granted the approval to continue providing Career Service internally since 2016. Approval was received from the Stanislaus County Board of Supervisors, the California Workforce Development Board (CWDB) and the Governor's office for Stanislaus County Workforce Development to provide Career Services. SCWD has submitted an application to continue to provide Career Services for the AJCC through program years 2021-2024.

Stakeholder and Community Engagement Summary

Development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community based organizations as well as WIOA core, required, and strategic program partners. This will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include, but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community based organizations that provide services to target populations such as the following: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Meeting through MS Teams	Stanislaus AJCC Partnership	Attached- All AJCC partners were invited to attend	Collected input on AJCC functions and referral options
MS Teams Meeting / E-mail	CFET Management	T. Baker / C. Heppner A. Fiskum / R. Gonchar	Reviewed and updated CFET Info and procedures, shared referral info and future plans
E-Mail/ Telephone Discussion	SCDCSS Non-Custodial Parents	S. Fearon , SCDCSS Manager/ A. Fiskum	Reviewed and updated NCP Info and procedures, shared referral info and future plans
E-Mail/ Telephone Discussion	DOR-Disabled and CIE Options	A.Weston, DOR Office Director / A. Fiskum	Reviewed and Discussed CIE/LPA

			Agreement information
Meeting through MS Teams	Stanislaus AJCC Partnership	All AJCC partners were invited to attend	Reviewed Draft Local Plan for completeness and accuracy/ input.
Regional Forums	Business/ CBO's / General Public	Listed in SJVAC Regional Plan Document- Local CBO's, Directors, Business Representatives, and LWDA staff	Stanislaus was the coordinator for Regional Forums through the RPU, and Local stakeholder organizations and businesses were encouraged to attend and provide input.

**Stanislaus County Workforce Development Board
Local Plan 2021-2024**

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

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

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

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Stanislaus County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2021 through June 30, 2025 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Signature
William O'Brien
Name
Stanislaus County Workforce Development Board Chair
Title
Date

Chief Elected Official

Signature
Vito Chiesa
Name
Stanislaus County Board of Supervisors Chairman
Title
Date

San Joaquin Valley &
Associated Counties
Regional Planning Unit

REGIONAL PLAN

2 0 2 1 - 2 0 2 4

contact: Adolph Lopez, Regional Organizer

email: sjvac@stanworkforce.com

phone: (209) 558-2100

TABLE OF CONTENTS

		PAGE
I.	INTRODUCTION AND OVERVIEW	3
II.	ANALYTICAL OVERVIEW OF THE REGION	
A.	Analysis of Employment and Unemployment Data	11
B.	Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps	13
C.	Analysis of Industries and Occupations with Existing and Emerging Demand	18
III.	FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT	
A.	In-Demand Industry Sectors for the Region	22
B.	Sector Initiatives	25
IV.	ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS	
A.	Working with Businesses that Provide Quality Jobs	27
B.	Shared Target Populations and Targeted Service Strategies	28
C.	Working with Businesses and Training Providers to Ensure that Historically Unserved and Underserved Communities have Equal Access	29
V.	ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES	
A.	Regional Service Strategies	30
B.	Regional Administrative Cost Arrangements	31
VI.	PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24	32
VII.	APPENDICES	
A.	Stakeholder and Community Engagement Summary (Attachment 1)	37
B.	Public comments received that disagree with the Local Plan (Attachment 2)	42
C.	Signature Page (Attachment 3)	43

I. INTRODUCTION AND OVERVIEW

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

Overview of the SJVAC RPU and the Region

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

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

Guiding Principles

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

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

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

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

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

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

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

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

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

Approach to and Context for Plan Development

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

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

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

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

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

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

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

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

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

Forecasting the Work Ahead

The Central Valley, along with the nation and the world as a whole, is likely to experience an unprecedented number of economic, labor market, workforce, social, and cultural changes that will affect every aspect of life, including the activities and focus of the workforce system. While precise changes are unknown, global experts, national leaders in the field of workforce development, and regional system stakeholders have suggested that they may include the following shifts¹ that the region should be prepared to address:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

II.	ANALYTICAL OVERVIEW OF THE REGION
------------	--

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

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

Focus and Organization of RDA Analysis

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

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

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

Data Analysis Tools and Source Data

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

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

RDA Statement on Data Analysis Limitations Resulting from COVID-19

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

Since March 2020, the COVID-19 pandemic and subsequent shutdowns have caused major disruptions to California's and the Central Valley's economic activity, industry growth and output, and employment. The impacts of the pandemic were felt swiftly across the state, where unemployment climbed to a height of 16.2% by April 2020.² Throughout most of 2020, the economy has slowly improved across the SJVAC RPU, but continues to experience elevated levels of unemployment and labor market volatility due to the loosening and tightening of restrictions in response to changes in the pandemic.

Typically, during a recession, economic models look to past recessions with similar characteristics to forecast the recession's impact on employment, labor market and industry trends, and economic impacts. The COVID-19 recession is unprecedented in many regards. First, this recession itself is unique in that it is driven by a public health crisis rather than typical market drivers. Secondly, characteristics of this recession are somewhat unprecedented in terms of its unforeseen and sudden onset, the near immediate erasure of historically high employment levels and economic growth across the state, the depth of the impact on specific occupations and industries, and the uneven effect it has had across all industries and occupations. Lastly, the shift of the nearly two-thirds of the U.S. workforce to remote settings has also resulted in unevenly distributed impacts across workers, employers, industries, and regions³.

These factors have made typical economic models less reliable and, as such, forecasts of industry, occupational, and employment growth are less certain. The forecasts provided in this document do include COVID-19 recession as a variable and align with the general consensus that economic growth will accelerate over 2021 and the GDP will likely return to pre-COVID-19 levels by 2022⁴. That is not to say that the SJVAC RPU's economic data fully depicts the challenges regions have experienced since March 2020 or can predict with absolute certainty how the recovery across the SJVAC RPU will play out. It will likely take years to fully understand how this pandemic has impacted and transformed the local, regional, and state labor markets and workforce.

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

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

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

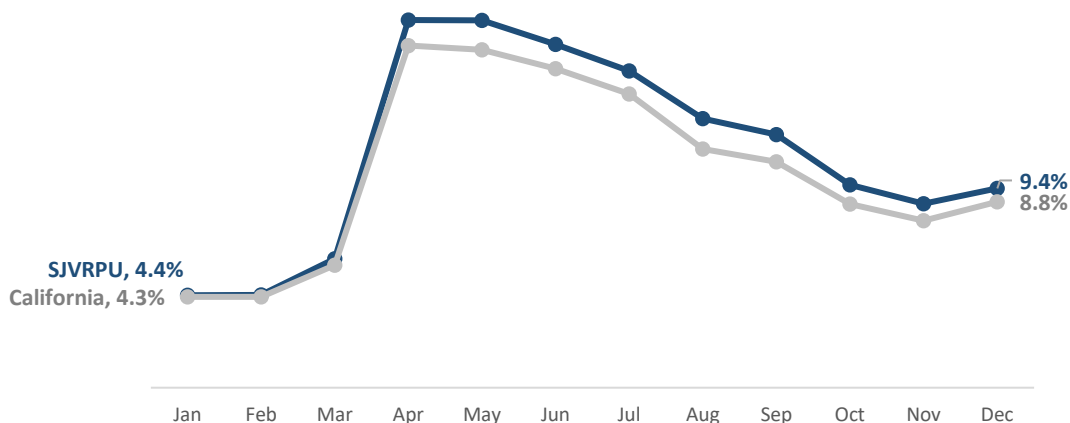
Recommendations Accompanying RDA Analysis

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

Analysis of Employment and Unemployment Data

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

Figure 1. SJVAC RPU Monthly Unemployment Rate, 2020



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

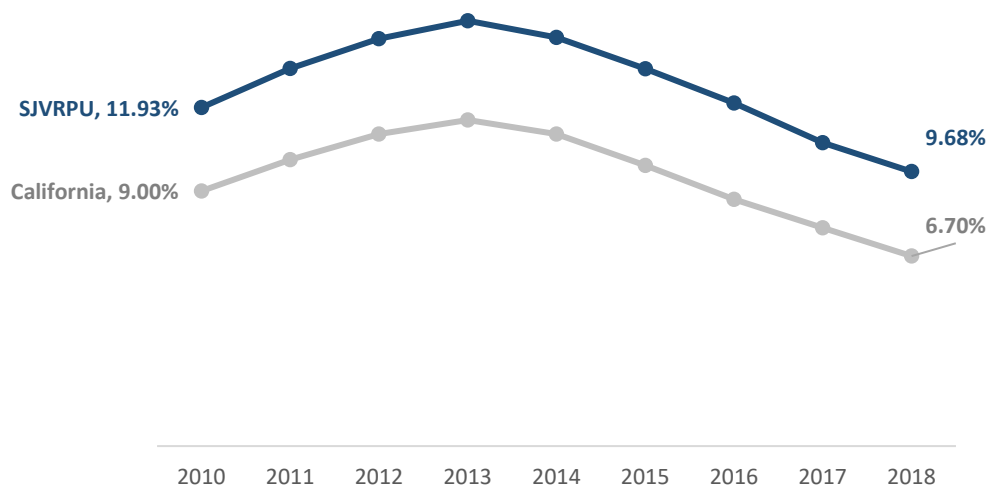
Table 1 provides an overview of unemployment rates by each of the SJVAC RPU's local workforce development areas as of October 2020. Unemployment is highest in Tulare County and lowest in Madera County.

Table 1. SJVAC RPU Unemployment Totals and Rates by Region

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

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

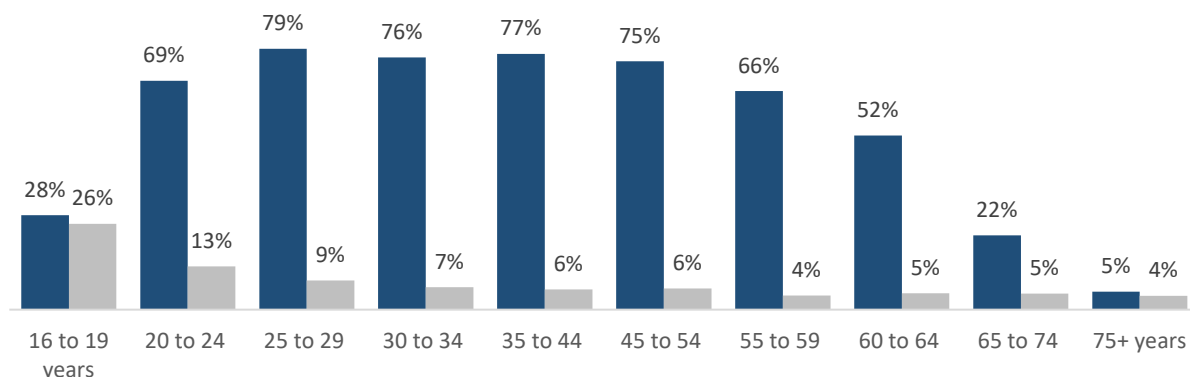
SJVAC RPU currently and historically has a higher unemployment rate than the overall state. Often recessions have larger impacts on the region and the region takes longer to recover. The non-seasonally adjusted unemployment rate is likely higher due to the seasonality of work in the agriculture industry.

Figure 2. SJVAC RPU Unemployment Rate 2010-2018

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

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

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



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

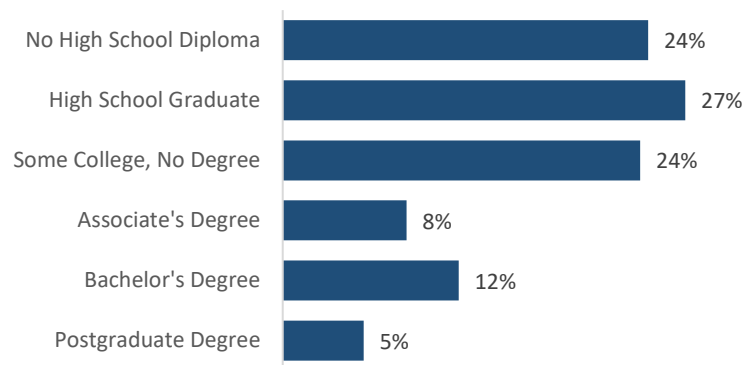
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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

Education and Skills Levels of the Central Valley Workforce

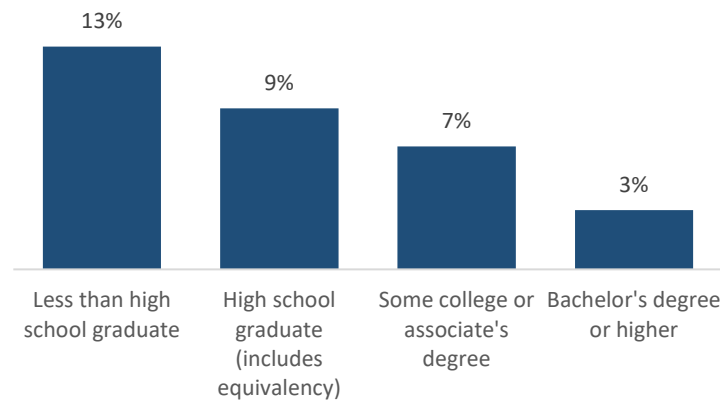
To assess the education and skill level of the workers in the SJVAC RPU, RDA utilized demographic data from the American Community Survey, five-year estimates (2014-18) and examined awards and skill gaps data provided by JobsEQ. The majority of the region's population age 25-64 have not been awarded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

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



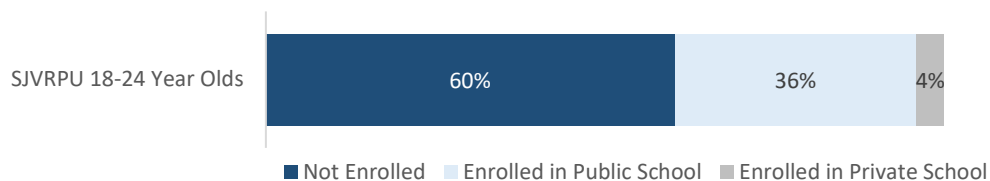
Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

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



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

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



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

Assessment of Employment Needs within the Region

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Table 4. SJVAC RPU Awards Gaps

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

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

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

Analysis of Industries and Occupations with Existing and Emerging Demand

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

Existing Demand

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

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

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

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

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

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

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

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

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

Emerging Demand

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

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

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

Other notable emerging industries include:

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

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

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

- Food preparation and serving

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

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

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

III. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

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

In-Demand Industry Sectors for the Region

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

⁶ This industry demand is largely concentrated in Kern County.

Sector Initiatives

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

Healthforce Partners - Healthcare

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

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

Tulare - Kings Health Care Partnership – Healthcare

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

South Valley Industrial Collaborative - Manufacturing

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

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

Tulare - Kings College and Career Collaborative – Multiple Industries

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

Biomethane Production – Green Energy

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

Valley Build – Construction

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

IV. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

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

Working with Businesses that Provide Quality Jobs

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

High Road Jobs Strategy

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

Focus on Career Pathways

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

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

Promoting Job Quality

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

Shared Target Populations and Targeted Service Strategies

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

Shared Populations

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

Targeted Service Strategies

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

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

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

Promoting Equal Access

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

Workforce System Commitment to Equity

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

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

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

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

Regional Service Strategies

Regional agreements, strategies and initiatives include the following:

Central California Workforce Collaborative Regional Agreement

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

Central Valley Industry Engagement Roundtable

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

Regional and Sub-Regional Grants

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

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

Regional Scaling of Local Models

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

<h3>Regional Administrative Cost Arrangements</h3>

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

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

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

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

VI.	PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24
------------	--

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

Protocols and Policy Frameworks

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

Recovery Strategies

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

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

Demand Side Focus

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

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

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

Supply Side Focus

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

Partnerships

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

Communications and Messaging

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

Regional Scaling of Locally Successful Models

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

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

VII.	APPENDICES
-------------	-------------------

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

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

Stakeholder and Community Engagement Summary

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

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

This forum was held via Zoom on:

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

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

This forum was held via Zoom on:

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

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

This forum was held via Zoom on:

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

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

This forum was held via Zoom on:

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

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

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

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

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

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

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

Attachment 3

SIGNATURE PAGE

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

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

Name, Chairperson	Date

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

SIGNATURE PAGE (cont.)

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

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

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

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

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

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

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

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

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval to Submit the Application for Subsequent Local Area Designation and Local Board Recertification

II. ITEM NUMBER: VIII-D

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

1. Approve the request to submit the application for subsequent Local Area Designation and Local Board Recertification.
2. Authorize the Chair to sign the application.

V. POLICY ISSUE:

The Workforce Innovation and Opportunity Act (WIOA) Sections 106 and 107 provide the criteria for the subsequent designation of Local Areas and recertification of Local Boards. Specifically, the WIOA Section 106 requires the Governor to designate Local Areas within the State, while Section 107 requires the Governor to certify one Local Board for each Local Area in the State that has received initial designation status. The Local Workforce Development Board Chair and the Chief Local Elected Official are required to sign the application.

VI. DISCUSSION:

The California Workforce Development Board (State Board) and the Employment Development Department (EDD), acting under the authority of the Governor, established policies and procedures for initial designation of Local Workforce Development Areas and certification of Local Workforce Development Boards. The initial designation of Local Areas was completed in June 2015 and was effective for Program Years (PY) 2016-2018, with the Local Board recertification completed in June 2016. The Local Area Designation and Local Board Recertification must be completed every 2 years, and have been paired together in a single application by the California Workforce Development Board and EDD.

The Local Area Subsequent Designation was last completed and approved by the Board of Supervisors at the May 7th 2019 meeting. Agenda item 5.B.1. continued to identify Stanislaus County as a stand-alone Workforce Development Area and allowed the Stanislaus County Board of Supervisors to be the fiduciary trustee of Workforce Innovation and Opportunity Act (WIOA) funds from July 1st, 2019 to June 30th, 2021. If the Local Area is modified, such as combining with another county or joining a consortium, a Modified Local Area Designation

application would have to be completed. The Department does not anticipate any modifications to its Local Area Designation status. The attached Local Area Subsequent Designation and Local Board Recertification Application will be valid for the period of July 1st, 2021 to June 30th 2023 if approved.

WIOA Section 106 calls for a subsequent designation process and requires the Governor to approve the request for subsequent designation from a Local Area if the area performed successfully, sustained fiscal integrity, and engaged in the regional planning process. The Department has met all of aforementioned criteria, thus expects approval to be granted without any exceptions.

The Local Board Recertification process examines the make-up of the Board, along with other factors to assure that the Local Board is performing the functions identified under WIOA. The Employment Development Department's Workforce Services Directive 20-06 (released February 22, 2021) combines both the required Subsequent Designation and Local Board Certification stipulated in the Workforce Innovation and Opportunity Act.

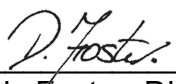
WIOA Section 107 provides criteria for the recertification of Local Boards. Specifically, it requires the Governor to certify one Local Board for each Local Area in the State once every two years. In order to be recertified, the Local Board must meet the WIOA membership requirements, meet or exceed performance accountability measures and achieve sustained fiscal integrity, all of which Stanislaus County Workforce Development has met.

Should the Workforce Development Board approve the request to submit this application, the WDB Chair would sign the application. After approval of the Workforce Development Board and signature of the Chair, the application must be approved by the Board of Supervisors, signed by the Chief Local Elected Official and submitted to the California State Workforce Development Board.

EDD Workforce Services Directive 20-06, Local Area Subsequent Designation and Local Board Recertification Application Program Year 2021-23, was released on February 22, 2021, with the completed document due to the California Workforce Development Board on March 31, 2021. The release date for the Directive did not allow sufficient time for the Stanislaus County Workforce Development Board and Stanislaus County Board of Supervisor's signature prior to the due date. The California Workforce Development Board does allow for an unsigned copy to be submitted, and be followed up by a signed copy at a later date. Staff submitted the document by March 31, 2021 and once approved, will submit a signed copy to the State.

VII. ADMINISTRATIVE BUDGET IMPACT:

Failure to apply for Subsequent Local Area Designation and Local Board Recertification would result in dissolution of the Workforce Development Board and the State reorganizing and designating an entity other than Stanislaus County to administer Workforce Innovation and Opportunity Act funds in the Local Area.



Doris Foster, Director

State of California

Local Area Subsequent Designation and Local Board Recertification Application Program Year 2021-23

Local Workforce Development Area

Stanislaus County

Application for Local Area Subsequent Designation and Local Board Recertification

This application will serve as your request for Local Workforce Development Area (Local Area) subsequent designation and Local Workforce Development Board (Local Board) recertification for Program Year (PY) 2021-23 under the *Workforce Innovation and Opportunity Act* (WIOA).

If the California Workforce Development Board (CWDB) determines the application is incomplete, it will either be returned or held until the necessary documentation is submitted. Please contact your [Regional Advisor](#) for technical assistance or questions related to completing and submitting this application.

Stanislaus County Workforce Development

Name of Local Area

251 E. Hackett Rd C-2

Mailing Address

Modesto, CA 95358

City, State, ZIP

Date of Submission

Doris Foster, Director

Contact Person

(209) 558-2100

Contact Person's Phone Number

Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting members in each membership category. The WIOA Section 107(b)(2)(A) requires that business members constitute a majority of the Local Board. The chairperson shall be a business representative, per WIOA Section 107(b)(3).

The local Chief Elected Official (CEO) is required to provide the names of the individuals appointed for each category listed on the following pages, and attach a roster of the current Local Board which identifies each member's respective membership category.

Business – A majority of the members must be representatives of business in the Local Area who (i) are owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policy-making or hiring authority; (ii) represent businesses, including small businesses, or organizations; and (iii) are appointed from among individuals nominated by local business organizations and business trade association (WIOA Section 107[b][2][A]).

Please identify the Local Board chairperson by typing CHAIR after their name.

Name	Title	Entity	Appointment Date	Term End Date
William O'Brien CHAIR	General Manager	O'Brien's Supermarket, Inc.	7/1/2016	6/30/2022
Cecil Russell VICE CHAIR	CEO	Sylvan Financial & Advisor Group	7/1/2016	6/30/2022
Jennifer Shipman SECRETARY	Talent Acquisition Partner Relations Manager	The Wine Group	7/1/2016	6/30/2023
Josh Bridegroom	CEO	Downtown Modesto Partnership	3/27/2018	6/30/2022
Ross Briles	Owner	Funworks	10/25/2016	6/30/2022
Lynis Chaffey	Director of Bus. Dev. / Chief Strategy Officer	Emanuel Medical Center – Tenet Healthcare	3/19/2019	6/30/2022
Charles Dossett	President	DOCON, INC.	3/19/2019	6/30/2022
Supervisor Mani Grewal	Owner	Various Commercial Businesses	1/5/2021	12/31/2021
Richard Hagerty	Co-Owner	Modesto Steel Co./ Modesto Welding Products, Inc.	7/1/2016	6/30/2023
Kris Helton	General Manager	J.M. Keckler Bio Medical Services, Inc.	3/27/2018	6/30/2022
Mary Machado	Owner	Machado & Sons Construction	7/17/2018	6/30/2022
Doug Murdock	Apprenticeship Coord / Maintenance Joint Apprent. Committee	Stanislaus County Manufacturing / Maintenance Joint Apprenticeship Committee & Lawrence Livermore Lab	7/1/2016	6/30/2022
Chris Savage	Sr. Director of Global Env. Affairs	E.J Gallo Winery	7/1/2016	6/30/2023

J. Doug Van Diepen	Engineering Manager	Del Monte Foods	7/1/2016	6/30/2022
--------------------	---------------------	-----------------	----------	-----------

Labor – Not less than 20 percent of the members must be representatives of workforce within the Local Area who must include: (i) representatives of labor organizations who have been nominated by state labor federations; (ii) a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area; and may include: (iii) representatives of community based organizations with demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, veterans, or individuals with disabilities; and (iv) representatives of organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth and/or out-of-school youth (WIOA Section 107[b][2][B]).

California Unemployment Insurance Code (CUIC) Section 14202(b)(1) further requires and specifies that at least 15 percent of Local Board members shall be representatives of labor organizations unless the local labor federation fails to nominate enough members. For a local area in which no employees are represented by such organizations, other representatives of employees shall be appointed to the board, but any local board that appoints representatives of employees that are not nominated by local labor federations shall demonstrate that no employees are represented by such organizations in the Local Area.

Name	Title	Entity	Appointment Date	Term End Date
1. Dean Fadeff	Business Representative	Operating Engineers Local #3	8/11/2020	6/30/2022
2. Tim Robertson	Executive Director	North Valley Labor Federation	7/11/2017	6/30/2024
Greg Vincelet	Training Coord.	Central Valley Pipe Trades Local 442	7/1/2016	6/30/2022
Kathy Harwell	Director, Stanislaus Co. Community Services Agency	Stanislaus County Community Services Agency	7/1/2016	6/30/2022

Education – Each Local Board shall include representatives of entities administering education and training activities in the Local Area who must include (i) a representative of eligible providers administering WIOA Title II adult education and literacy activities; (ii) a representative of institutions of higher education providing workforce investment activities; and may include (iii) representatives of local educational agencies, and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment (WIOA Section 107[b][2][C]).

Name	Title	Entity	Appointment Date	Term End Date
1. Scott Kuykendall	Superintendent of Schools	Stanislaus County Office of Education	3/19/2019	6/30/2022
2. Pedro Mendez	Dean of Public Safety/Tech & Community Education	Modesto Junior College	7/1/2016	6/30/2024

Economic and Community Development – Each Local Board shall include representatives of governmental, economic, and community development entities serving the Local Area who must include (i) a representative of economic and community development entities; (ii) a representative from the state employment service office under the Wagner-Peyser Act; (iii) a representative of the Vocational Rehabilitation program; and may include (iv) representatives of agencies or entities administering programs serving the Local Area relating to transportation, housing, and public assistance; (v) representatives of philanthropic organizations serving the Local Area; and (E) individuals or representatives of entities as the local CEO in the Local Area may determine to be appropriate (WIOA Section 107[b][2][D] and [E]).

Name	Title	Entity	Appointment Date	Term End Date
1. Maryn Pitt	Assistant to City Manager of Econ. Dev. & Housing, Turlock	City of Turlock	7/17/2018	6/30/2022
2. Margarita Cabalbag	Employment Program Manager	Employment Development Department (EDD)	10/25/2016	6/30/2024
3. Ardria Weston	Staff Services Manager	CA Department of Rehabilitation (DOR)	9/15/2020	6/30/2024
Raul Mendez	Assistant Exec. Officer, Stanislaus Co. Chief Exec. Office	Stanislaus County Chief Executive Office	11/24/2020	6/30/2024

Performed Successfully

The Local Area hereby certifies that it has performed successfully, defined as having met 80 percent of their negotiated performance goals in PY 2018-19 or PY 2019-20 for the following indicators:

- Employment Rate 2nd Quarter After Exit
- Median Earnings

PY 2018-19 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	64%	70%	65.4%	Employment or Education Rate 2nd Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,200	\$6,800	BASELINE	Median Earnings

PY 2019-20 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	66%	72%	66.9%	Employment or Education Rate 2nd Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,600	\$7,100	BASELINE	Median Earnings

Sustained Fiscal Integrity

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 2018-19 or PY 2019-20:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor

identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.

- *Gross negligence* – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200.

Certify No Violation ☒

Engaged in Regional Planning

Engaged in regional planning is defined as participating in and contributing to regional planning, regional plan implementation, and regional performance negotiations. The Local Area hereby certifies that it has participated in and contributed to regional planning and negotiating regional performance measures in the following ways:

Stanislaus County is the Regional Planning entity for the San Joaquin Valley and Associated Counties Region and employs the Regional Planning Coordinator / Regional Training Organizer. It has contributed by coordinating all the training activities for the RPU, and is the lead organization for the Regional Plan for the RPU.

Local Area Assurances

Through PY 2021-23, the Local Area assures that:

- A. It will comply with the applicable uniform administrative requirements, cost principles, and audit requirements (WIOA Section 184[a][2] and [3]).

Highlights of this assurance include:

- The Local Area's procurement procedures will avoid acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Title 2 CFR Section 200.318).
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Title 2 CFR Section 200.508).

Note that failure to comply with the audit requirements specified in Title 2 CFR Part 200 Subpart F will subject the Local Area to potential cash hold (Title 2 CFR Section 200.338).

- B. All financial reporting will be done in compliance with federal and state regulations and guidance.

Highlights of this assurance include:

- Reporting will be done in compliance with Workforce Services Directive WSD19-05, *Monthly and Quarterly Financial Reporting Requirements*, (December 4, 2019).
- All close out reports will comply with the policies and procedures listed in WSD16-05, *WIOA Closeout Requirements* (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to potential cash hold. (Title 2 CFR Section 200.338)

- C. Funds will be spent in accordance with federal and state laws, regulations, and guidance.

Highlights of this assurance include:

- The Local Area will meet the requirements of the *California Unemployment Insurance Code Section 14211*, to spend a minimum of 30 percent of combined total of WIOA Title I adult and dislocated worker formula fund allocations on training services.
 - The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- D. The Local Board will select the America's Job Center of CaliforniaSM operator(s), with the agreement of the local CEO, through a competitive process such as a Request for Proposal, unless granted a waiver by the state (WIOA Section 121[d][2][A] and 107[g][2]).
- E. The Local Board will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBSSM reporting requirements and deadlines.
- F. The Local Board will comply with the nondiscrimination provisions of WIOA Section 188, including the collection of necessary data.
- G. The Local Area will engage in and contribute to regional planning and regional plan implementation (e.g., Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and modifications).

- H. The Local Area will participate in regional performance negotiations.
- I. The Local Area will comply with CWDB policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.
- J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and *Training and Employment Guidance Letter* [TEGL] 10-09, and TEGL 19-16).

LATE SUBMISSION JUSTIFICATION:

Stanislaus County Workforce Development Board strives to meet targeted deadlines for all required documents due for submission to the California Workforce Development Board. EDD Workforce Services Directive 20-06, Local Area Subsequent Designation and Local Board Recertification Application Program Year 2021-23, was released on February 22, 2021, with the completed document due to the California Workforce Development Board on March 31, 2021.

The release date for the Directive did not allow sufficient time for the Stanislaus County Workforce Development Board and Stanislaus County Board of Supervisor's signature prior to the due date. The Stanislaus County Workforce Development Board meets quarterly, with the previous meeting taking place on January 4th 2021, prior to the release of the Directive, and the next scheduled meeting occurring April 12th, 2021, after the application due date. It is anticipated that the completed Application will be approved and signed at the April 12, 2021 Workforce Development Board meeting, then submitted for approval and signature at the Stanislaus County Board of Supervisors meeting on April 27th 2021. The Stanislaus County Workforce Development Board expects to submit the completed Application by the end of business on May 3rd, 2021.

Application Signature Page

Instructions – The local CEO and Local Board chair must sign and date this form. Electronic signatures will be permitted for the PY 2021-23 application.

By signing the application, the local CEO and Local Board chair request subsequent designation of the Local Area and recertification of the Local Board. Additionally, they agree to abide by the Local Area assurances included in this application.

Local Workforce Development Board Chair

Local Chief Elected Official

Signature

Signature

William O'Brien

Vito Chiesa

Name

Name

Stanislaus County Workforce Development
Board Chair

Stanislaus County Board of Supervisors
Chairman

Title

Title

Date

Date

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval for Stanislaus County Workforce Development to Submit a Request to the State to Transfer \$200,000 of Workforce Innovation and Opportunity Act Dislocated Worker Funds to the Workforce Innovation and Opportunity Act Adult Fund Category

II. ITEM NUMBER: VIII-E

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

Approve Stanislaus County Workforce Development to submit a request to the State to transfer \$200,000 of Workforce Innovation and Opportunity Act (WIOA) Dislocated Worker funds to the WIOA Adult fund category.

V. POLICY ISSUE:

Under Workforce Innovation and Opportunity Act (WIOA) section 133(b) (4), local areas have the authority to transfer up to 100% of funds between Dislocated Worker and Adult funds. Per Employment Development Department's Directive WSD15-23, all transfer of funds requests must be approved by the Local Workforce Development Board.

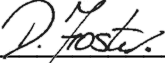
VI. DISCUSSION:

The transfer of funds between Adult and Dislocated Worker funding categories is a permissible action under the Workforce Innovation and Opportunities Act as necessary to meet local needs. Under WIOA, up to 100% of funds may be transferred between Adult and Dislocated Worker funding streams. The transfer request requires completion and submission of a Transfer Request form (Attachment 1), a new Participant Plan (Attachment 2) and a Budget Plan revision (Attachment 3).

Stanislaus County Workforce Development is requesting approval to transfer \$200,000 of the remaining Fiscal Year 2019-2020 allocation from Dislocated Worker funds to the Adult services fund. Approval of this transfer will allow the Department to spend this remaining Fiscal Year 2019-2020 Dislocated Worker funds during the period of availability that ends June 30, 2021. Period of availability to use Adult and Dislocated Worker funds is for a term of 24 months that starts on July 1 of the Fiscal Year. Therefore, funds from July 1, 2019 should be expended by June 30, 2021. Demand for Adult services is higher than Dislocated Worker services, thus Adult services can utilize these additional funds. The transfer of funds will allow Stanislaus County Workforce Development to serve a greater percentage of the Adult population without negatively impacting services to Dislocated Workers.

VII. ADMINISTRATIVE BUDGET IMPACT:

There is no overall impact to the Department's budget as Adult and Dislocated Worker funds are fully interchangeable. Transferring these funds from Dislocated Worker to Adult funds will allow the Department to spend all of Fiscal Year 2019-2020 funds by the deadline date.



Doris Foster, Director

Transfer of Funds Request

1. Local Area Stanislaus County Workforce Development

2. Subgrant Number AA011041 3. Request Date 4/13/2021

4. Program Year 2019-2020 5. Transfer Request No 1

6. Direction of Transfer (Check One):

Adult to Dislocated Worker

Dislocated Worker to Adult

☐ 201 → 299☐ 501 → 499☐ 202 → 200☒ 502 → 500

7. Amount of Transfer \$200,000

8. Contact Person Karla Garcia

9. Contact Person's Telephone Number (209) 558-2104

10. All transfer requests must be approved and signed off by the Local Board.

Date of Local Board meeting to discuss transfer 4/12/2021Date of Local Board meeting to approve transfer 4/12/2021

11. By signing below, the Local Area Administrator/Designee requests a transfer of funds and certifies that this transfer request was approved at the Local Board Meeting on the date indicated above.

Signature



Name

Doris Foster

Title

Director

Date

4/13/2021

12. Taking into account the factors described under the Transfer of Funds Procedures section on page 5 of the directive, describe the Local Board's reasoning to request a transfer of funds.

Service demand for the Adult population continues on an upward trend, and additional funds will help meet the needs of this demand. Historically, the need for Adult funding needs have outpaced the need for Dislocated Workers funding and this trend is continuing in the current fiscal year. The transfer of funds will allow Stanislaus County to better serve the Adult population, without negatively impacting services to the Dislocated Workers.

Transfer of Funds Request Participant Plan

Local Area: Stanislaus County Workforce Development
Prepared Date 3/28/2021

Enter the number of individuals in each category.

(7/1/20-12/31/20)

TOTALS FOR PY 2020	ADULT	DW
1. Registered Participants Carried in from PY 2019	372	112
2. New Registered Participants for PY 2020	142	96
3. Total Registered Participants for PY 2020(Line 1 plus 2)	514	208
4. Exiters for PY 2020	276	139
5. Registered Participants Carried Out to PY 2021 (Line 3 minus 4)	238	69

PROGRAM SERVICES		
6. Career Services	553	395
a. Basic Career Services (WIA Core Services)	343	250
b. Individualized Career Services (WIA Intensive Services)	210	145
7. Training Services	24	16

EXIT STATUS		
8. Entered Employment	157	46
9. Training-Related	13	3
10. Entered Military Service		
11. Entered Apprenticeship Program		
12. Exited for Exclusionary Reasons	1	0

Sara Redd, Manager
Contact Person, Title
(209) 581-6476
Telephone Number
Comments:

Transfer of Funds Request Budget Plan

Local Area Stanislaus CountyDate Prepared 3/17/2021
 Subgrant Number AA0010041
 Year of Appropriation 2019

Grant Code	Adult to DW	DW to Adult
<input type="checkbox"/> 201 → 299	<input type="checkbox"/> 501 → 499	
<input type="checkbox"/> 202 → 200	<input checked="" type="checkbox"/> 502 → 500	

FUNDING IDENTIFICATION	ADULT	DW
1. Formula Allocation	2,580,594	2,004,684
2. Prior Adjustments - Plus or Minus		
3. Previous Amounts Transferred		
4. Current Amount to be Transferred	200,000	(200,000)
5. TOTAL FUNDS AVAILABLE (Lines 1 through 4)	2,780,594	1,804,684

TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (Lines 6a through 6c)	2,502,535	1,624,216
a. Career Services (WIA Core Services / Intensive Services)	1,866,924	1,238,291
b. Training Services	409,873	111,119
c. Other	225,738	274,806
7. Administration	278,059	180,468
8. TOTAL (Lines 6 plus 7)	2,780,594	1,804,684

QUARTERLY TOTAL EXPENDITURE PLAN (cumulative)		
9. September 2019	407,606	373,952
10. December 2019	193,028	98,462
11. March 2020	485,947	341,303
12. June 2020	573,521	384,900
13. September 2020	357,204	160,877
14. December 2020	103,094	60,913
15. March 2021	330,097	192,139
16. June 2021	330,097	192,139
17. September 20__		
18. December 20__		
19. March 20__		
20. June 20__		

COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10.00%	10.00%

Doris Foster

209.652.2458

Contact Person, Title

Telephone Number

Comments

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval of Contract Renewals for Existing Service Providers for Workforce Innovation and Opportunity Act Business Support Services, Rapid Response Services and Youth Services for the 2021-2022 Program Year

II. ITEM NUMBER: VIII-F

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

Approve contract renewals for existing service providers for Workforce Innovation and Opportunity Act Business Support Services, Rapid Response Services and Youth Services for the 2021-2022 Program Year.

V. POLICY ISSUE:

According to Workforce Innovation and Opportunities Act (WIOA) regulations 679.370, the Local Workforce Development Board, among other responsibilities, must: Develop effective linkages with employers in the region to support employer utilization of the local workforce development system, and select providers of Youth Services, Career Services (if not provided through the One-Stop Operator), and the One-Stop Operator for the local area. The Stanislaus County Workforce Development Board approved a contract for Business Services on April 1, 2019.

VI. DISCUSSION:

Business Support Services

At the October 1, 2018, Workforce Development Board meeting, the Board approved a Request for Proposals (RFP) for Business Support Services. As a result of the RFP, at the April 1, 2019 Workforce Development Board meeting, the Board approved staff's recommendation to enter into contracts for Fiscal Year 2019-2020 with Opportunity Stanislaus for Sector Strategies Services, Employer Assessment (WorkKeys) Services, and the Employer Assistance Program (EAP) Services, which provides funds for the Valley Sierra Small Business Development Center to assist business development and avert layoffs.

Staff are recommending renewal of all three contracts at the following funding levels for the 2021-2022 Fiscal Year :

Contract	2021-2022 Funding Recommendations
Sector Strategies Services	\$150,000

Employer Assessment (WorkKeys) services	\$50,000
Employer Assistance Program (EAP) services	\$50,000

The RFPs allowed for two additional contract renewals after the initial award, subject to satisfactory performance, Fiscal Year 2021-2022 being the last renewal year.

Rapid Response Activity Assistance

At the October 1, 2018 Workforce Development Board meeting, the Board also approved the release of a RFP for Rapid Response services. The Department received one proposal and awarded the contract to Beaudette Consulting Inc. This contract is designed to assist Workforce Development should a large worker dislocation event occur during the program year. During the 2020-2021 Fiscal Year, Beaudette Consulting services were contracted for a maximum of \$100,000, but not utilized. In consideration of the events related to the Corona Virus Pandemic, and potential increases in Rapid Response activities, staff are again recommending budgeting up to \$100,000 for the 2021-2022 Fiscal Year for Rapid Response services. This is the final year for this contract renewal.

Youth Services

At the October 7, 2019 Board meeting, the Stanislaus County Workforce Development Board approved the release of Youth Services RFP. Staff informed the Board at the June 1, 2020 meeting that the RFP had not yet been completed, and that current Youth contracts needed to be extended on a month-to-month basis until the RFP issues were resolved. Due to issues surrounding the RFP, staff released a secondary RFP for Youth Services, and Ceres Unified School District (CUSD) Project YES was awarded the contract for Fiscal Year 2020-2021.

During the Fiscal Year 2020-2021 CUSD Project Yes Youth contract spanned only the months of November 2020 through June 2021. Staff is recommending renewal of the agreement, with the amount to be determined as the funding allocation is received. It is anticipated that the funding level will be in line with previous years. This RFPs allows for two additional contract renewals after the initial award year, subject to satisfactory performance. Fiscal Year 2021-2022 is the first renewal year for the Project Yes Youth contract. Project Yes is the only current provider of youth services.

Funding levels for the 2021-2022 Program Year have not yet been announced by the Department of Labor. Staff expects the preliminary 2021-2022 Program Year funding levels to be announced soon, however, final funding amounts may not be available until as late as June 2021.

VII. ADMINISTRATIVE BUDGET IMPACT:

Total amounts allocated for WIOA contracts for Business Services, Rapid Response and Youth Services for Fiscal Year 2020-2021 was \$2,278,001. The budget for 2021-2022 contract amounts will be determined through contract negotiation and will depend on final State WIOA allocation amounts. Based on what has been shared by the State, it is anticipated that funding levels will be in line with the Fiscal Year 2020-2021 allocation.


Doris Foster, Director

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval of Contracts for Formerly Incarcerated and Other Justice-Involved Individuals, and Services for Underserved Businesses for Program Year 2021-2022

II. ITEM NUMBER: VIII-G

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

Approve contracts for Formerly Incarcerated and Other Justice-Involved Individuals, and Services for Underserved Businesses for Program Year 2021-2022.

V. POLICY ISSUE:

According to Workforce Innovation and Opportunities Act (WIOA) regulations 679.370, the Local Workforce Development Board, among other responsibilities, must: Develop effective linkages with employers in the region to support employer utilization of the local workforce development system, and identifying strategies for better meeting the needs of individuals with barriers to employment.

VI. DISCUSSION:

At the January 1, 2021 Workforce Development Board meeting, the Board approved the release of RFP's for Formerly Incarcerated and other Justice-Involved individuals, and Services to the Underserved Business Community. Staff released two RFP's for these program services on January 27, 2021. Both RFP's closed on March 9, 2021, and separate evaluation teams met to review the merits of the proposals received, score and recommend which proposals to fund. If approved, the resultant contracts would be awarded for Program Year 2021- 2022, and would be eligible for two subsequent renewals based on performance as specified in the RFP's.

Formerly Incarcerated and Other Justice-Involved Individuals

Proposals were received by Friends Outside, Learning Quest-Stanislaus Literacy Center, and Leaders in Community Alternatives, Inc. to compete for provision of these services. Staff were able to establish an evaluation committee of five (5) evaluators which included two Workforce Development Board members, a staff member, and an individual representing Probation/Parole. The evaluators read, scored, and ranked the proposals at a meeting which occurred on March 19, 2021.

The evaluation committee, after consideration of each proposal, recommended the funding for Formerly Incarcerated and Other Justice-Involved Individuals to be awarded to Learning Quest-Stanislaus Literacy Center, in the amount not to exceed \$95,000. Staff concurs with this recommendation, and is asking for approval of the Board to enter into a contract with

Learning Quest-Stanislaus Literacy Center for the provision of services for Formerly Incarcerated and Other Justice-Involved Individuals for Program Year 2021-2022.

Services for Underserved Businesses

This RFP was designed to contract with an entity that will identify businesses that are underserved, (minority-owned, women-owned, geographical low-income location, or other “at-risk” businesses) within Stanislaus County. The selected organization will collaborate with Workforce Development staff to offer resources and services to mitigate layoffs and closures, thereby promoting business longevity and job retention.

One proposal was received to compete for provision of Services for Underserved Businesses, which was submitted by City Ministry Network. Staff were able to establish an evaluation committee of five (5) evaluators which included two Workforce Development Board members, a staff member and a member from the community with experience working with underserved businesses. The evaluators read and scored the proposal at a meeting which occurred on March 19, 2021.

The evaluation committee, after considering the merits of the proposal, recommended the funding for Services for Underserved Businesses to be awarded to City Ministry Network in an amount not to exceed \$75,000. Staff concurs with this recommendation, and is asking for approval of the Board to enter into a contract with City Ministry Network for provision of Services for Underserved Businesses for Program Year 2021-2022.

VII ADMINISTRATIVE BUDGET IMPACT:

The total amount of WIOA funds allocated as a result of funding the two contracts for Fiscal Year 2021-2022 would be \$170,000.



Doris Foster, Director

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval to Reduce Youth Work Based Learning Percentages from 30% to 20%

II. ITEM NUMBER: VIII-H

III. ITEM TYPE: Consent

IV. STAFF RECOMMENDATION:

Approve the reduction of Youth Work Based Learning percentages from 30% to 20%.

V. POLICY ISSUE:

Workforce Innovation and Opportunity Act (WIOA) Regulations §681.590(a) states that local youth programs must expend not less than 20 percent of the funds allocated to them to provide In-School Youth and Out-of-School Youth with paid and unpaid work experiences. Costs may include wages for participants as well as staff costs for the development and management of work experiences (§681.590 (b)).

VI. DISCUSSION:

WIOA Regulations §681.460(3) defines Work Experience as paid and unpaid work experiences that have as a component academic and occupational education, may include services in the following four categories:

- Summer employment opportunities and other employment opportunities available throughout the school year;
- Pre-apprenticeship programs;
- Internships and job shadowing; and
- On-the-Job training opportunities

At the October 3, 2016 Stanislaus County Workforce Development Board (SCWDB) meeting, Board members were invited to participate in workgroups to assist in creating a vision, goals, and strategies to include in the Local Plan. Several Board members attended the workgroup meetings and spoke first hand regarding the lack of soft skills of youth applicants and employees entering into the workforce. The workgroup members engaged in discussions and sought strategies on cultivating an atmosphere of increased work readiness for youth in the community.

At the January 9, 2017 Workforce Development Board meeting, Board members reviewed the Local Plan and received a comment from the public. As a result, the Board requested additional information regarding *Goal 2: Develop Future Talent, Strategy 2.2* which sought to:

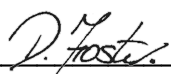
Locally increase youth funding expenditures for work based learning activities from the mandatory WIOA requirement of 20% to 40%.

Staff brought back a discussion item related to the Local Plan and the Youth Work Based Learning percentage to the Board at the April 3, 2017 meeting. After discussion of the relative merits of this proposal and the various options, the Board voted to increase the work based learning percentage from the WIOA prescribed 20% to 30% as a part of the local strategy to further develop the work readiness and soft skills of youth, with the intention of reevaluating in two years.

After the extraordinary COVID-19 related events of the past year, placement into work experience sites has become problematic. Many previously used sites were in lockdown, subject to health department orders that limited operations, experienced reduced staffing needs, and were unable to accommodate work experience candidates. As a result of this, staff has re-evaluated the locally enacted work based learning percentage.

Staff are recommending a reduction of the locally enacted work based learning percentage of 30% to the required WIOA 20% threshold, as the 30% expenditure is likely unattainable given the current business climate. Workforce Development anticipates that the Summer Youth Program should further assist in attaining the work based learning 20% goal.

VII. ADMINISTRATIVE BUDGET IMPACT: None



Doris Foster, Director

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval to Submit a Waiver Application to the State to Increase the On The Job Training Reimbursement Rate to 90 Percent During Fiscal Year 2021-2022

II. ITEM NUMBER: VIII-I

III. ITEM TYPE: Discussion and Action

IV. STAFF RECOMMENDATION:

Approve the submission of a Waiver Application to Increase the On-The-Job Training (OJT) reimbursement rate up to 90 percent.

V. POLICY ISSUE:

Under WIOA Section 134(c)(3)(H)(i), a Local Board may reimburse the employer up to 50 percent of the wage rate of an On-The-Job Training (OJT) participant for the extraordinary costs of providing the training and additional supervision related to the training. Under WIOA Section 134(c)(3)(H)(i), a Local Board may reimburse the employer up to 75 percent of the wage rate of an OJT participant for the extraordinary costs of providing the training and additional supervision related to the training, taking into account the following factors: The characteristics of the participants; the size of employer; the quality of employer-provided training and advancement opportunities; and other factors local board may determine to be appropriate. Per Department policy 17-03, OJT reimbursement rate for individuals not meeting the above factors, including not identified as being in priority populations or positions and not in a priority industry sector is 50 percent.

VI. DISCUSSION:

According to WIOA Section 3(44), OJT is training provided by the employer to a paid participant while they are engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job. It is also limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the service strategy of the participant.

On-The-Job training (OJT) is an important work-based learning option that is provided under a contract with an employer or registered apprenticeship program sponsor in the public, private non-profit, or private sector. OJT puts unemployed individuals to work earning a wage while they receive training to address gaps in their skill set that hinders them from fully performing a job. This “learn and earn” approach offers individuals a chance to upgrade their skills while earning a paycheck. For employers, OJT offers the opportunity to offset initial training costs to fill skilled positions.

On July 10, 2017, the Workforce Development Board approved the following employer reimbursement rates based on employer size.

Employer Size	Reimbursement Rate
1-50	75%
51-250	65%
251+	50%

In order for individuals to qualify for the above reimbursement rates, the Act identifies adult funding priority of service for three types of populations who are recipients of:

- public assistance;
- low income; or
- basic skills deficient.

In addition, the Workforce Development Board approved 19 clusters and corresponding 2017 OJT minimum wage required for a position identified in that cluster. The minimum wages were determined by analyzing the previous OJTs in each occupational cluster.

Occupation Cluster	2017 OJT Minimum Wages	Continuing Minimum Wage Increases*
Management	\$14.75	\$4.25
Business and Financial Operations	\$12.75	\$2.25
Computer & Mathematical	\$14.00	\$3.50
Architecture, Engineering	\$13.75	\$3.25
Community & Social Service	\$11.25	\$0.75
Legal	\$18.00	\$7.50
Education, Training, Library	\$11.00	\$0.50
Arts, Design, Entertainment, Sports, Media	\$12.00	\$1.50
Healthcare Support	\$11.50	\$1.00
Protective Service	\$11.50	\$1.00
Food Prep & Service Related	\$10.50	\$0
Building Grounds Cleaning & Maintenance	\$11.75	\$1.25
Personal Care & Service	\$11.00	\$0.50

Sales & Related	\$11.00	\$0.50
Office & Admin Support	\$11.25	\$0.75
Construction & Extraction	\$14.00	\$3.50
Installation, Maintenance & Repair	\$12.50	\$2.00
Production	\$11.50	\$1.00
Transportation & Material Moving	\$11.50	\$1.00

*Amount noted in this column establishes the additional per hour wage increase to the California minimum wage effective January 1, 2018 and thereafter.

On March 24, 2021, Employment Development Department (EDD) released Draft Directive WSDD-224 – “Covid-19 WIOA Waiver Guidance.” This Draft Directive provides guidance and establishes the procedure regarding the implementation and utilization of the Workforce Innovation and Opportunity Act (WIOA) waiver approved by the U.S. Department of Labor, issued to address the economic impacts of the COVID-19 pandemic. The waiver, effective July 1, 2021 through June 30, 2022 allows Local Boards to reimburse up to 90 percent of the wage rate of an OJT participant for the extraordinary costs of providing training and additional supervision related to the training if the business has 50 or fewer employees.

The majority of businesses in Stanislaus County are small businesses, which have drastically modified their service-delivery methods and procedures to adapt to the COVID-19 pandemic. On top of changing business practices, small businesses have adjusted to a decrease in supply and access to goods, services, employees, and patrons, while simultaneously acclimated to changes in demand and increasing production of crucial goods and services. This waiver would allow Local Boards to provide additional relief to small businesses who may be more risk-averse when it comes to hiring and training new employees during this time of economic instability.

The waiver, effective for Program Year 2021-2022 allows Local Boards to reimburse up to 90 percent of the wage rate of an OJT participant if the business has 50 or fewer employees. The new reimbursement rate would be as follows:

Employer Size	Reimbursement Rate
1-50	90%
51-250	65%
251+	50%

The financial impact of increasing the reimbursement rate, (based on On-The-Job Trainings for the period of March 31, 2020 to February 28, 2021), for the 2021-2022 Fiscal Year would be approximately \$15,000. Thirty percent (30%) of the WIOA Budget must be allocated to training, which includes OJTs regardless of the reimbursement rate. Currently the amount of Individual Trainings and the Work Based Learning programs are not being fully utilized, leaving an excess of funding. This increase would be absorbed in the upcoming program budget.

The Department of Labor requires the State to evaluate the effectiveness of each waiver as part of the WIOA Annual Report. Therefore, the state must track which Local Boards

are using the waivers. In order to use the approved waiver, Local Boards are required to submit the Application for On-the-Job Training Waiver by May 31, 2021. The California Workforce Development Board and the EDD will review the applications and notify Local Boards via email of their approval or denial on or before Thursday, July 1, 2021.

VII. ADMINISTRATIVE BUDGET IMPACT:

Thirty percent (30%) of the WIOA Budget must be allocated to training, which includes OJTs regardless of the reimbursement rate. Participation in this waiver would allow Workforce Development to more effectively utilize training dollars to assist local employers. The impact of increasing the reimbursement rate from 75% to 90% is approximately 15,000.



Doris Foster, Director

April 12, 2021

Stanislaus County Workforce Development Board Agenda Item

TO: Workforce Development Board

FROM: Doris Foster, Director

I. SUBJECT:

Approval to Form a Business Development Committee, Select a Member of the Workforce Development Board to Serve as Chair to Take Necessary Actions for the Business Committee Formation

II. ITEM NUMBER: IX-A

III. ITEM TYPE: Discussion and Action

IV. STAFF RECOMMENDATION:

Approve the recommendation for the Stanislaus County Workforce Development Board to establish a Business Development Committee, select a member of the Workforce Development Board to serve as chair, and allow the newly appointed chair to take necessary actions for the Business Development Committee.

V. POLICY ISSUE:

Workforce Innovation and Opportunity Act (WIOA) Section 107(b)(4) stipulates that standing committees must be chaired by a member of the local board. Bylaws approved by the Board of Supervisors on November 24, 2020 Agenda Item 2020-0616, states that the Workforce Development Board may designate and direct the activities of standing advisory committees to provide information and to assist the Board in carrying out workforce development activities.

VI. DISCUSSION:

At the July 1, 2019 SCWDB meeting a request was made to have two Board members volunteer to represent each of the various sectors of In-Demand occupations. These Board members would attend Sector Strategy meetings hosted by the Board approved Sector Strategy Contractor – Opportunity Stanislaus.

Board member volunteers are as follows:

Healthcare:	Scott Kuykendall and Lynis Chaffey
Manufacturing:	Chris Savage and Doug Murdock
Logistics/Warehouse:	Cecil Russell and Tim Robertson
Agriculture:	Kris Helton and Pedro Mendez

Information gathered by the Sector Strategy quarterly meetings were to be shared at the Workforce Development Board meeting by the attending members. This was to allow the Workforce Development Board and the Department to tailor programs and/or trainings to meet the needs of each industry sector and gain insight on how the sector is performing in the local economy.

Additionally, as part of the requirement for a High Performing Board, the Board must establish a business service plan that integrates local business involvement with workforce initiatives. The plan must address, at a minimum the Board's efforts to partner with business and labor locally and regionally, the utilization of an electronic system for businesses and job seekers to communicate about job opportunities, and the establishment of a subcommittee or workgroup comprising of business representatives.

In order to better integrate the Sector Strategies initiative and meet the requirements of the High Performing Board, Workforce Development staff are recommending the formation of a Business Development Committee. This committee will ensure that Board members stay informed regarding changes in Industry Sectors in the local area in order to maintain relevance, and assure the needs of local employers are being met.

The purpose of the Business Development Committee shall be to provide the Stanislaus County Workforce Development Board (SCWDB) with information and assistance with planning and promoting services to businesses in the community.

Duties and responsibilities of the Business Development Committee may include the following:

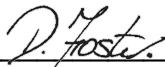
- Providing updates and making recommendations to the SCWDB
- Recommending strategies and activities that help businesses attract and retain qualified candidates and employees
- Recommending suggested skills training targeted to the respective Sector Strategy industries (Healthcare, Manufacturing, Logistics / Warehouse, and Agriculture) by developing career pathways
- Provide ongoing input into the performance of business development
- Sharing, collecting, and reviewing data and best practices for data-driven and evidence-based recommendations and decision making
- Partner with education leaders to develop new industry related trainings and options for non-demand occupations
- Representing the interest of businesses including, but not limited to, those businesses that are underserved or underrepresented
- Selecting a Vice Chair from the Committee

Staff are requesting Workforce Development Board Members to participate on the Business Development Committee. Additional community members will be requested to participate in the Business Development Committee, but the Committee must include members who represent the business sector with a demonstrated record of success in business development.

Workforce Development staff will work with the Board appointed chairperson of the Business Development Committee to identify individuals to serve on the Committee. It is recommended the Business Development Committee will meet quarterly and report out to the Workforce Development Board annually or more frequently as needed.

VII. ADMINISTRATIVE BUDGET IMPACT:

There is no financial impact associated with this Agenda Item.



Doris Foster, Director