



**WORKFORCE DEVELOPMENT  
BOARD OF MADERA COUNTY**

**A G E N D A**

**April 15, 2020  
3:00 p.m.**

Meeting will be held as a  
***Teleconference Meeting***  
***Workforce Assistance Center***  
***2037 W. Cleveland Avenue, Madera, CA 93637, 559-662-4589***

Per Executive Order N-29-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, this regular meeting will be held via conference call and can be accessed as follows: <https://us02web.zoom.us/j/81274206285?pwd=enROTmo3RTRidG5EcnhTM2Y2TXRWdz09>  
Please call: 1-669-900-9128; Meeting ID: 812 7420 6285; Password: 274155.

**REASONABLE ACCOMMODATION FOR ANY INDIVIDUAL WITH A DISABILITY** Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in a meeting or function of the Workforce Development Board of Madera County, may request assistance by contacting the Executive Assistant at Madera County Workforce Investment Corporation office, 2037 W. Cleveland Avenue, Madera, CA 93637; Telephone 559/662-4589; CRS 711; Fax 559/673-1794.

If a quorum of the Workforce Development Board is not present at the time of the meeting BUT a quorum of the Workforce Development Board Executive Committee IS present, an Executive Committee board meeting will be conducted in place of the Workforce Development Board.

This agenda and supporting documents relating to the items on this agenda are available through the Workforce Development Board website at <http://www.maderaworkforce.org/workforce-board-meetings/>. These documents are also available at the Madera County Workforce Assistance Center – office of the Executive Director. The Workforce Development Board is an equal Opportunity Employer/Program. Auxiliary aids and services are available upon request.

**ELECTRONIC MEETING INSTRUCTIONS**

The Workforce Development Board of Madera County uses Zoom as the tool to facilitate electronic meetings. Our desire is to ensure orderly Zoom meetings and to help attendees have confidence in how the meeting will be facilitated and that all members and public will be effectively heard. The following instructions provide consistent methods that will lead us to realizing that desire.

- We highly recommend use of the Zoom client app, as this tool greatly enhances the attendee's experience and provides readily accessible controls.
- Remain muted until speaking and mute again when finished speaking.
- Ensure your name shows on your connection.
- Votes will be facilitated with a roll call.
- When connecting to Zoom, if using the phone is preferred over computer audio, we request you connect to the Zoom meeting first and then choose Phone for the preferred audio connection. Input the meeting and participant IDs to relate your phone audio to your Zoom connection.
- Please avoid having both computer audio and phone audio activated as this can cause sound problems.
- If connecting via phone only, \*6 will toggle mute/unmute.
- Public comments will only be taken when a hand is raised. On the phone-only connection, \*9 raises the hand. You must be recognized by the presiding officer of the meeting before speaking.



## **A G E N D A**

**April 15, 2021  
3:00 p.m.**

### **1.0 Call to Order**

1.1 Pledge of Allegiance

### **2.0 Additions to the Agenda**

Items identified after preparation of the Agenda for which there is a need to take immediate action. Two-thirds vote required for consideration (Government Code Section 54954.2(b)(2))

### **3.0 Public Comment**

This time is made available for comment from the public on matters within the Board's jurisdiction but not appearing on the agenda. The Board will not take action on any items presented under public comment. The comment period will be limited to 15 minutes.

### **4.0 Introductions and Recognitions**

### **5.0 Adoption of Board Agenda**

### **6.0 Consent Calendar**

- 6.1 Consideration of approval of the February 18, 2021 Workforce Development Board (WDB) Meeting Minutes.
- 6.2 Consideration of approval of the revised Temporary Jobs and Paid and Unpaid Work Experience Policy.
- 6.3 Consideration of approval of San Joaquin Valley College as a new training provider for receipt of Individual Training Account Vouchers.

### **7.0 Action Items**

- 7.1 Consideration of approval of a new member application for Omair Javaid, World Financial Group, and forwarding the application to the Madera County Board of Supervisors for appointment.
- 7.2 Consideration of approval of the Workforce Innovation and Opportunity Act PY 2021-2024 Regional and Local Plans and forwarding the plans to the Madera County Board of Supervisors for final review and approval.
- 7.3 Consideration of approval of a sole source contract with Beaudette Consulting, Inc., for One Stop Operator Services for the period from July 1, 2021 through June 30, 2024.

### **8.0 Information Items**

- 8.1 MCWIC Update
- 8.2 Program Update
- 8.3 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

### **9.0 Written Communication**

### **10.0 Open Discussion/Reports/Information**

- 10.1 Board Members
- 10.2 Staff

### **11.0 Next Meeting**

June 17, 2021

### **12.0 Adjournment**





**WORKFORCE DEVELOPMENT  
BOARD OF MADERA COUNTY**

**MINUTES**

**February 18, 2021**

***Convened at Madera County Workforce Assistance Center – via Teleconference  
2037 W. Cleveland Avenue, Madera, CA 93637***

**Zoom Meeting:** <https://us02web.zoom.us/j/81274206285?pwd=enROTmo3RTRidG5EcnhTM2Y2TXRWdz09;>  
**Phone: (669) 900-9128; Meeting ID: 812 7420 6285; Password: 274155**

- PRESENT:** Michelle Brunetti, Jorge DeNava (3:10pm), Brett Frazier, Mike Fursman, Laura Gutile, Bobby Kahn, Wendy Lomeli (3:08pm), Mike Lopez, Deborah Martinez, Mattie Mendez (3:08pm), Linda Monreal, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Wayne Rylant, Lanie Suderman, Cindy Vail
- ABSENT:** Debi Bray, Mark Choe, Santos Garcia, Marie Harris, David Salter
- GUEST:** Steven Gutierrez, Omair Javaid, Danny Patterson, Yvette Quevedo
- STAFF:** Jessica Roche, Tracie Scott-Contreras, Maiknue Vang

**1.0 Call to Order**

*Meeting called to order at 3:03 p.m. by Chair Brett Frazier*

**1.1 Pledge of Allegiance**

**2.0 Additions to the Agenda**

*None.*

**3.0 Public Comment**

*None.*

**4.0 Introductions and Recognitions**

*Tracie Scott-Contreras, Executive Director, introduced Steven Gutierrez, Employment Development (EDD) Labor Market Specialist, Yvette Quevedo, EDD Regional Advisor, Danny Patterson, ProPath One Stop Operator and Omair Javaid. Omar is a potential new Workforce Development Board (WDB) private sector director. Staff hope to have Omair’s WDB Director application on the next Board meeting agenda for approval.*

**5.0 Adoption of Board Agenda**

*Bobby Kahn moved to adopt the agenda, seconded by Deborah Martinez.*

*Vote: Approved – unanimous*

*Yes: Michelle Brunetti, Brett Frazier, Mike Fursman, Laura Gutile, Bobby Kahn, Mike Lopez, Deborah Martinez, Linda Monreal, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Wayne Rylant, Lanie Suderman, Cindy Vail*

**6.0 Consent Calendar**

**6.1 Consideration of approval of the December 17, 2020 Workforce Development Board (WDB) of Madera County meeting minutes.**

**6.2 Consideration of approval of Follow Up Services Policy.**

*Wayne Rylant moved to approve the Consent Calendar, seconded by Rob Poythress.*

Vote: *Approved – unanimous*

*Yes: Michelle Brunetti, Brett Frazier, Mike Fursman, Laura Gutile, Bobby Kahn, Mike Lopez, Deborah Martinez, Linda Monreal, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Wayne Rylant, Lanie Suderman, Cindy Vail*

## **7.0 Action Items**

### **7.1 Consideration of approval of the application for subsequent local area designation and local board recertification for the 2021-23 program year.**

*The local area designation and board recertification is an administrative requirement by the State and is done every 2 years. Each local area must apply to continue to be certified. The application includes information for WDB composition, performance standards, information on local and regional planning. The application must be approved by the workforce boards and by the county local elected official (CLEO) prior to submission to the state. The deadline for submittal to the State is March 31, 2021.*

*Bobby Kahn moved to approve, seconded by Laura Gutile.*

Vote: *Approved*

*Yes: Michelle Brunetti, Brett Frazier, Mike Fursman, Laura Gutile, Bobby Kahn, Mike Lopez, Deborah Martinez, Linda Monreal, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Wayne Rylant, Lanie Suderman, Cindy Vail*

### **7.2 Consideration of approval of ProPath, Inc.'s One Stop Operator reports for the periods from July 1, 2020 through September 30, 2020 and October 1, 2020 through December 31, 2020.**

*Danny Patterson provided a report on the 7/1/2020 to 9/30/2020 One Stop Operator (OSO) quarterly report. The pandemic has impacted the numbers coming to the Center as well as the work on integration within the partners. There has been some reinvigoration on the partner integration recently with partners providing some trainings on agencies' scope of work with the intent to familiarize partner staff with each other's work and procedures.*

*Wayne Rylant moved to approve, seconded by Deborah Martinez.*

Vote: *Approved – unanimous*

*Yes: Michelle Brunetti, Jorge DeNava, Brett Frazier, Mike Fursman, Laura Gutile, Bobby Kahn, Wendy Lomeli, Mike Lopez, Deborah Martinez, Mattie Mendez, Linda Monreal, Nichole Mosqueda, Terry Nichols, Robert Poythress, Chuck Riojas, Wayne Rylant, Lanie Suderman, Cindy Vail*

## **8.0 Information Items**

### **8.1 Local and Regional Workforce Area Plans Update**

*Information provided within the agenda packet. The local plan process is moving along well. Staff anticipate having a draft of the plan Narrative by the middle of the upcoming week. The Regional Plan is also moving along well. That Regional Plan draft should be ready for public comment in mid-March along with the local plan. The Local Plan is due to the State by 4/30/21.*

### **8.2 MCWIC Update**

*Information provided within the agenda packet. The Executive Director's mid-year goals and objectives progress report are included. The report was provided to the MCWIC at their January 2020 board meeting.*

### **8.3 Program and Financial Update**

*Information provided within the agenda packet. Everything is starting to pick up a bit. More people are starting to come to the Center and staff have been able to enroll customers in more trainings than the past few months. Staff are still having some difficulty finding participants for the wildfire clean-up grant/project. Staff have contacted various agencies as potential worksites for information but have not received the information back. Funds can not be released for use until all information is gathered. Staff need to identify at least 1 worksite to submit the information to the State. Additional worksites can be identified afterwards as needed.*

#### **8.4 COVID-19 Update**

*Information provided within the agenda packet. Staff have implemented all the appropriate safety and health requirements. The Center continues to be open and operational.*

#### **8.5 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County**

*Information provided within the agenda packet. Staff have provided UI information since the 3/21/20 initial closure order. Madera County has a labor force of approximately 62,000. At some point since March 2020 59,239 have been unemployed. This has caused a significant impact to the economy. Some sectors have done better than others. Manufacturing experiences less impact. The transportation and logistics sector grew a bit. Hospitality and Retail suffered through the pandemic. The UI claim numbers are starting to reduce.*

#### **8.6 Form 700 Due April 1, 2021**

*Information provided within the agenda packet. Directors are required to submit a Form to the Workforce office every year. Forms should be sent to Nicki, Executive Assistant, in the Center office.*

### **9.0 Written Communication**

#### **9.1 WIOA PY19-20 Fiscal and Procurement Monitoring Report**

*Information provided within the agenda packet. There were no Findings for this report.*

#### **9.2 WIOA PY19-20 Program Review Monitoring Report**

*Information provided within the agenda packet. There was a finding on the Program Review report which was related to the follow-up process for the youth participants. The issue has been corrected. The Finding will remain open until the State comes back for the next monitoring.*

#### **9.3 WIOA PY19-20 Nondiscrimination and Equal Opportunity Review Monitoring Report**

*Information provided within the agenda packet. There were no Findings for this report.*

### **10.0 Open Discussion/Reports/Information**

#### **10.1 Board Members**

*None.*

#### **10.2 Staff**

*None.*

### **11.0 Next Meeting**

*April 15, 2021*

### **12.0 Adjournment**

*Meeting adjourned at 3:25 p.m.*



## **TEMPORARY JOBS AND PAID AND UNPAID WORK EXPERIENCE POLICY**

EDD Revision Date: N/A

WDB Review Date: 4/23/09, 7/6/11; 12/17/15, 12/15/16

### **EXECUTIVE SUMMARY**

#### **PURPOSE:**

This document establishes the Workforce Development Board of Madera County's policy on [Temporary Jobs and Paid and Unpaid Work Experience Activities](#) for WIOA-eligible Out-of-School Youth, Adults, and Dislocated Workers.

#### **REFERENCES:**

- WIOA Section 134(c)(2)(A)(xii)(VII)
- 20 CFR Subpart B Section 678.430(b)(7)
- 20 CFR Subpart A Section 680.180, 681.460, 681.590, 681.600

#### **POLICY:**

The Workforce Innovation and Opportunity Act and the Final Regulations published in the Code of Federal Regulations permit the provision of [temporary jobs and](#) paid and unpaid work experience as an Individualized Career Service for eligible Adults, and Dislocated Workers, and as an allowable activity for Youth. It is the policy of the Workforce Development Board of Madera County to allow the provision of these services to eligible adults, youth and dislocated workers who:

1. are unemployed and are unable to obtain employment through basic career or youth program services and who have been determined to be in need of more individualized services in order to obtain employment; or
2. are underemployed, and who have been determined to be in need of such services in order to obtain or retain employment that allows for self-sufficiency.

In general, [temporary jobs and/or](#) work experience is a planned, structured learning experience that takes place in a workplace for a limited period of time. Work ~~experience~~ may be paid or unpaid, as appropriate. A work ~~experience~~-worksite may be in the private for profit sector, the non-profit sector, or the public sector. Labor standards apply in any [temporary jobs and](#) work experience placement where an employer/employee relationship, as defined by the Fair Labor Standards Act, exists.

For the purposes of implementation in Madera County, the following provisions will apply:

Temporary Jobs and Work Experience may be provided, where determined as appropriate through the Individual Employment Plan development process, for eligible Adults, Dislocated Workers, and Youth program participants for whom one or more of the following conditions exist:

- the individual has no previous work history,
- the individual has had no work history within the past five years, and/or
- the individual is otherwise eligible for WIOA individualized career or youth services and is in need of this service to assist them in preparing for participation in another appropriate training service or activity or to successfully obtain and retain unsubsidized employment.

This type of work experience activity is intended to provide training and skill development in the skills necessary to successfully obtain and retain employment, including punctuality, attendance, communication, ~~team work~~teamwork, dependability, and task completion, and is not required to provide training in technical or job specific skills. There is no requirement or expectation that the individual will be retained by the worksite following the successful completion of this type of work experience activity.

Temporary Jobs and Work Experience may also be provided, where determined as appropriate through the Individual Employment Plan development process, for eligible Adults, Youth or Dislocated Workers when the individual has successfully completed a vocational training program (either WIOA-funded or non-WIOA funded) and/or is in need of a work experience placement to obtain training-related work experience to enhance their ability to obtain and retain unsubsidized employment in a new career field. —There is an expectation that the work experience site would consider hiring/retaining the participant at the successful completion of the work experience period.

Temporary Jobs and Work Experience may be provided concurrently with other appropriate career or training services and will not exceed 480 hours. This activity requires the development of a training plan or outline which will be included in the worksite agreement between the one-stop or program operator and the work experience site. Regular time sheets and evaluations of participant progress are required no less frequently than twice per month throughout the duration of the activity.

**ACTION:**

This policy is effective on the date approved by the Workforce Development Board of Madera County, ~~and replaces the previous version approved by the Board on December 17, 2015.~~ Retain this policy until further notice.

**INQUIRIES:**

If you have questions, contact the Executive Director or designee at (559) 662-4500.

## Provider Information

**Provider Name:**

San Joaquin Valley College - Central Administration Office - San Joaquin Valley College - Visalia

**Address:**

8344 W. Mineral King Ave.

Visalia, CA 93291

**Type:**

Two-year, Technical, and Community Colleges

**Ownership:**

Private for-profit institution

This provider has at least one program that is eligible for financial assistance under the Workforce Innovation & Opportunity Act

Name/Title	Phone	Fax	Email
Kenneth Guerrero Campus President	(559) 651-2500	(559) 651-0574	<a href="mailto:Kenneth.Guerrero@sjvc.edu">Kenneth.Guerrero@sjvc.edu</a>

## Program Information

<u>Program Name</u>	<u>Total Program Costs</u>	<u>Program Length</u>
<a href="#"><u>Business Office Administration - An associate degree</u></a>	\$30,000.00	60 Weeks
<a href="#"><u>Business Office Administration Certificate - An industry-recognized certificate or certification, A community college certificate of completion</u></a>	\$16,032.00	31 Weeks
<a href="#"><u>Clinical and Administrative Medical Assisting - An associate degree</u></a>	\$30,000.00	60 Weeks
<a href="#"><u>Clinical Medical Assisting Certificate - An industry-recognized certificate or certification</u></a>	\$18,526.00	37 Weeks
<a href="#"><u>Criminal Justice: Corrections - An associate degree</u></a>	\$32,436.00	60 Weeks
<a href="#"><u>Dental Assisting Certificate - An industry-recognized certificate or certification</u></a>	\$18,966.00	45 Weeks
<a href="#"><u>Heating, Ventilation, Air Conditioning, and Refrigeration - An associate degree</u></a>	\$31,749.00	60 Weeks
<a href="#"><u>Heating, Ventilation, Air Conditioning, and Refrigeration Certificate - An industry-recognized certificate or certification</u></a>	\$21,901.00	40 Weeks
<a href="#"><u>Licensed Vocational Nursing to Registered Nursing - An associate degree</u></a>	\$35,966.00	89 Weeks
<a href="#"><u>Maintenance Technician Certificate - An industry-recognized certificate or certification</u></a>	\$16,457.00	30 Weeks

## Discounted Tuition Rates for Vendor's Training Programs

<b>Program_Name</b>	<b>Award_Level</b>	<b>Agency Tuition</b>
Aviation Maintenance Technology	Certificate of Completion	\$15,000
Dental Assisting	Certificate of Completion	\$10,000
Electrical Technology	Certificate of Completion	\$15,000
Human Resources Administration	Certificate of Completion	\$10,000
Industrial Maintenance Technology	Certificate of Completion	\$10,000
Information Technology(30)	Certificate of Completion	\$10,000
Heating, Ventilation, Air Conditioning, and Refrigeration	Certificate of Completion	\$10,250
Clinical Medical Assisting	Certificate of Completion	\$10,000
Business Office Administration	Certificate of Completion	\$10,000
Medical Office Administration	Certificate of Completion	\$10,000



## Director Nomination

---

To: Workforce Development Board of Madera County

From: The Madera District Chamber of Commerce

---

The Madera District Chamber of Commerce proudly submits the name of **Omair Javaid**, to the Madera County Board of Supervisors for nomination to the Workforce Development Board of Madera County.

---

A handwritten signature in black ink that reads 'Gubi Bray'.

Signature

President/CEO

Title

April 15, 2020

Date



## Director Application

<b>NAME:</b> Omair Javaid	<b>TITLE</b> Associate
<b>EMPLOYER:</b> World Financial Group	
<b>ADDRESS:</b> 17149 Road 400 Madera CA 93636	
<b>PHONE:</b> [REDACTED]	<b>FAX:</b> 559-230-1901
<b>EMAIL:</b> [REDACTED]	<b>ALTERNATE EMAIL:</b>

<b>ORGANIZATIONS YOU BELONG TO:</b>	<b>HOW LONG?</b>
1. Madera Community Hospital Foundation Advisor Board	2 years
2. Central Valley Islamic Council	4 years
3. Madera Islamic Center	4 years
4. California Census Committee	1 year
5. _____	_____

<b>REFERENCES:</b>	<b>PHONE:</b>
Mo Elahi	[REDACTED]
Sherrie Bakke	[REDACTED]
Mazhar Javaid	[REDACTED]
Zia Hussaini	[REDACTED]
Lara Saba	[REDACTED]

**WHY DO YOU WANT TO BE A MEMBER OF THE WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY?**

As a member of the Workforce Development Board I would like to apply my skill set and add a more diverse perspective and introspective to the Board of Directors. I have experience with a wide array of organizations, which requires a multifaceted skill set related to event planning, community outreach, and financial education. Additionally as a resident of Madera for over 30 years I want to see Madera grow economically and develop into a better community.

Most importantly I truly love my roots in Madera and our community so I want to help make an impact in our community through developing this community into better place for everyone to live.

**DO YOU HAVE ANY RELEVANT EXPERIENCE WITH WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION, OR TRAINING PROGRAMS?  YES  NO  
IF YES, PLEASE EXPLAIN:**

I have experience with education and training programs.

Working in the Financial Services Industry, the most important asset I provide to my clients and the community is financial education. The thought behind this concept is you can make a better financial decision for yourself if you are equipped with the correct financial knowledge. As a result one of the reasons I would like to join this board is to share financial education and better educate the community about how money works.

Additionally I have experience with training programs because I train new agents in the Financial Services Industry to become independent agents through mentorship. I am a firm believer in mentorship and I would like to see some mentorship or entrepreneur programs developed in our community to further economic development.

**PLEASE LIST ANY OTHER INFORMATION THAT YOU FEEL WOULD BE PERTINENT.**

As an initiative to joining the Workforce Development Board I would like to provide financial education to our community through seminars, special events and classes open to the community via zoom or in person group events when health restrictions are lifted.

Additionally I would like to start entrepreneur and or mentor ship programs for the community of Madera specifically designed for youth in highschool and college. I believe developing individuals mindeset and skillset will ultimately bring more commerce and economic growth to Madera through business expansion.

*Omar Javaid*

SIGN

3/17/2021

DATE



# REGIONAL PLAN

2 0 2 1 - 2 0 2 4

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

**TABLE OF CONTENTS**

		PAGE
<b>I.</b>	<b>INTRODUCTION AND OVERVIEW</b>	3
<b>II.</b>	<b>ANALYTICAL OVERVIEW OF THE REGION</b>	
	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
<b>III.</b>	<b>FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT</b>	
	A. In-Demand Industry Sectors for the Region	22
	B. Sector Initiatives	25
<b>IV.</b>	<b>ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS</b>	
	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
<b>V.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>	
	A. Regional Service Strategies	30
	B. Regional Administrative Cost Arrangements	31
<b>VI.</b>	<b>PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24</b>	32
<b>VII.</b>	<b>APPENDICES</b>	
	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

<b>I. INTRODUCTION AND OVERVIEW</b>
-------------------------------------

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 shifts<sup>1</sup> 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?

---

<sup>1</sup> 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.<sup>2</sup> 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 regions<sup>3</sup>.

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 2022<sup>4</sup>. 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.

---

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

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

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

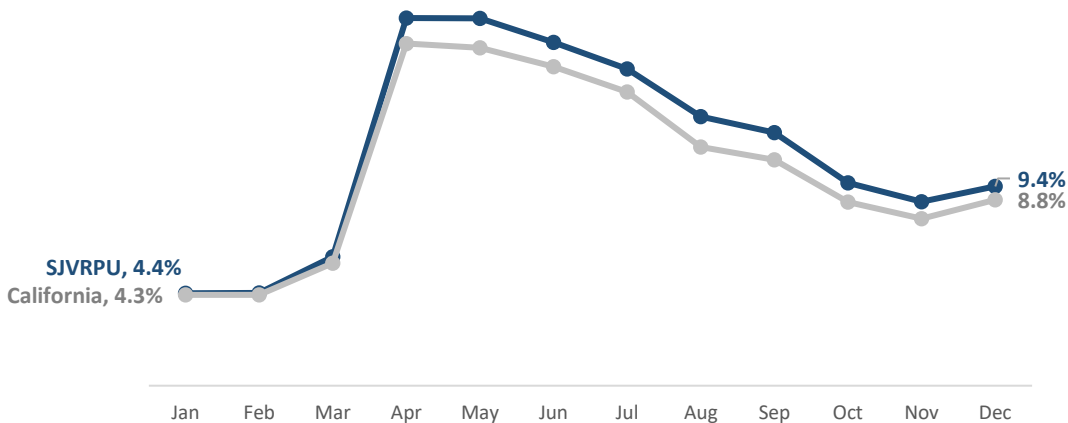
**Recommendations Accompanying RDA Analysis**

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.

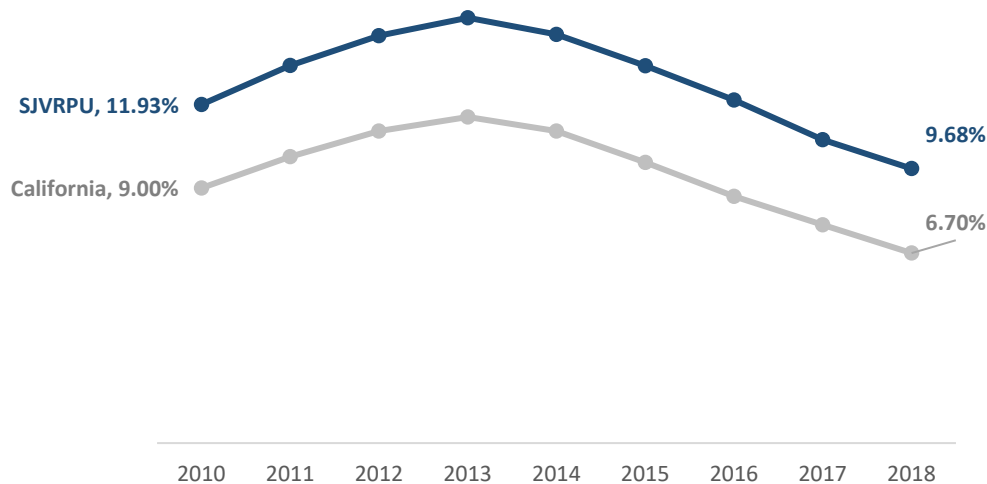
**Table 1. SJVAC RPU Unemployment Totals and Rates by Region**

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.

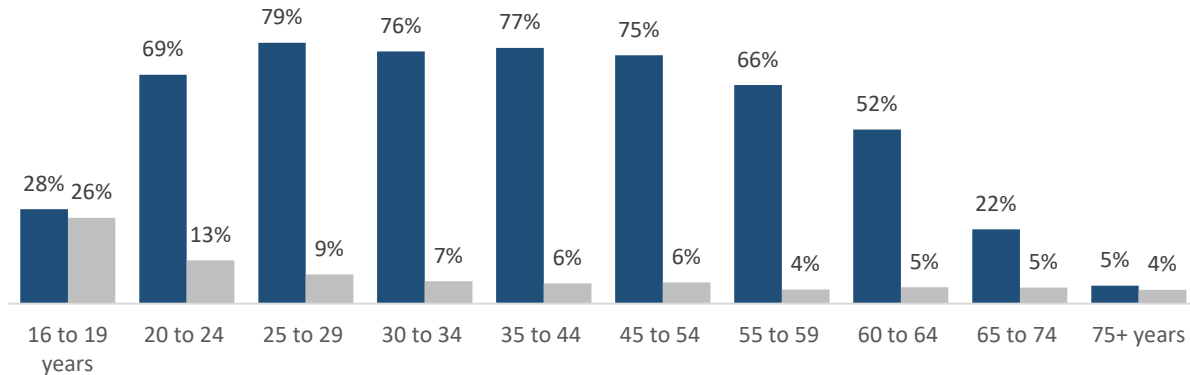
**Figure 2. SJVAC RPU Unemployment Rate 2010-2018**



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.

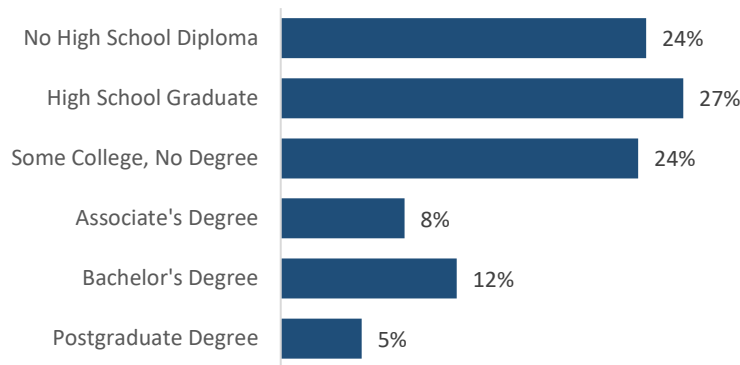
**Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps**

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***

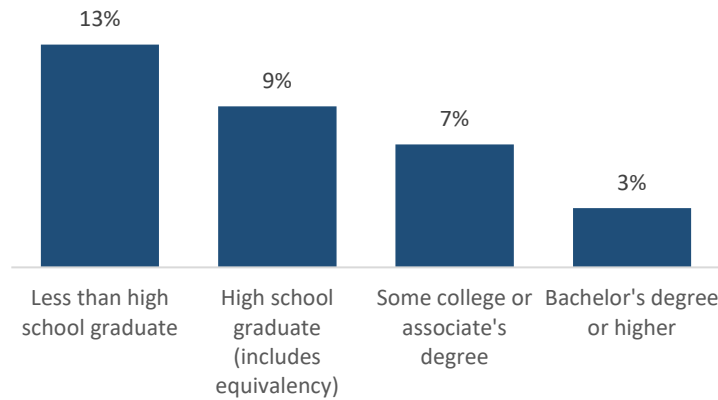
To assess the education and skill level of the workers in the SJVAC RPU, RDA utilized demographic data from the American Community Survey, five-year estimates (2014-18) and examined awards and skill gaps data provided by JobsEQ. The majority of the region’s population age 25-64 have not been awarded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



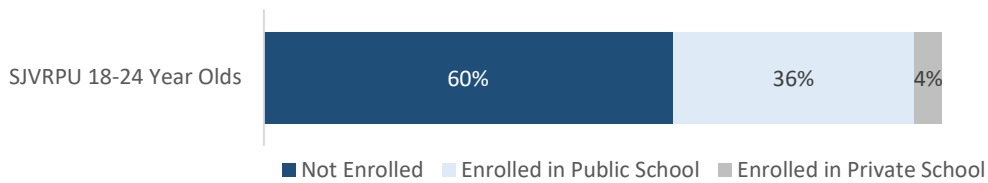
Source: JobsEQ Demographic Profile Summary, ACS 5-Year Estimates 2014-2018.

**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: <sup>5</sup>

- ***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

---

<sup>5</sup> 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.

<b>III.</b>	<b>FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT</b>
-------------	--

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.

<b>In-Demand Industry Sectors for the Region</b>
--

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*<sup>6</sup> 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.

---

<sup>6</sup> This is industry demand is largely concentrated in Kern County.

**Sector Initiatives**

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

***Healthforce Partners - Healthcare***

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

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

***Tulare - Kings Health Care Partnership – Healthcare***

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

***South Valley Industrial Collaborative - Manufacturing***

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

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

### ***Tulare - Kings College and Career Collaborative – Multiple Industries***

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

### ***Biomethane Production – Green Energy***

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

### ***Valley Build – Construction***

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

**IV. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS**

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

**Working with Businesses that Provide Quality Jobs**

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

***High Road Jobs Strategy***

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

***Focus on Career Pathways***

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

<p><b>Working with Businesses and Training Providers to Ensure that Historically Unserved and Underserved Communities have Equal Access</b></p>
---

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.

<b>V.</b>	<b>ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES</b>
-----------	--

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.

<b>Regional Service Strategies</b>
------------------------------------

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.

<b>Regional Administrative Cost Arrangements</b>
--

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.

<b>VII. APPENDICES</b>
------------------------

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.

<b>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN</b>
--

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

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

<b>SIGNATURE PAGE</b>
-----------------------

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**:

<b>Name, Chairperson</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

**SIGNATURE PAGE (cont.)**

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

<b>Name, Title</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

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

<b>Name, Title</b>	<b>Date</b>

# Workforce Development Board Of Madera County

## Local Plan Program Years 2021 – 2024



Contact:	Tracie Scott-Contreras, Executive Director
Phone:	(559) 662-4587
E-Mail	TScott-Contreras@maderaworkforce.org

<b>TABLE OF CONTENTS</b>
--------------------------

		PAGE
<b>I.</b>	<b>INTRODUCTION AND OVERVIEW</b>	4
<b>II.</b>	<b>WIOA CORE AND REQUIRED PARTNER COORDINATION</b>	
	A. Coordination with AJCC Partners and WIOA Memoranda of Understanding	8
	B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management	12
	C. One-Stop System's Use of Technology and Other Remote Strategies	13
	D. Coordination of Workforce Activities and Support Services	14
	E. Physical and Programmatic Accessibility for Individuals with Disabilities	15
<b>III.</b>	<b>STATE STRATEGIC PARTNER COORDINATION</b>	
	A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services	18
	B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents	19
	C. Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities	19
	D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who Are English Language Learners, Foreign Born, and/or Refugees	20
<b>IV.</b>	<b>WIOA TITLE I COORDINATION</b>	
	A. Staff Training and Professional Development to Increase Digital Technology Skills	22
	B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma	23
	C. Coordination of Rapid Response and Layoff Aversion Activities	23
	D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs	24
	E. Services and Activities Available under WIOA Title I Youth Program	27
	F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities	29
	G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers	29

<b>V.</b>	<b>CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24</b>	<b>31</b>
<b>VI.</b>	<b>APPENDICES</b>	
A.	Stakeholder and Community Engagement Summary (Attachment 1)	35
B.	Public comments received that disagree with the Local Plan (Attachment 2)	41
C.	Signature Page (Attachment 3)	42

<b>I. INTRODUCTION</b>
------------------------

In accordance with the requirements of the Workforce Innovation and Opportunity Act of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the Workforce Development Board of Madera County (WDB) has developed a four-year Local Plan covering program years 2021-24. Upon approval by state officials representing the Governor, the plan will be effective from July 1, 2021 through June 30, 2025. This plan replaces the WDB’s PY 2017-20 Local Plan and its 2019 modification. While this plan carries forward many of the strategies that have made local services effective and programs successful, it expresses the intention of the WDB to examine and embrace opportunities for improvement over the life of the plan.

The local workforce development system is operated by the Madera County Workforce Investment Corporation (MCWIC) through an agreement with the Madera County Board of Supervisors and the Workforce Development Board. MCWIC is an independent, 501(c)(3) non-profit corporation established on January 1, 2013. Prior to that date, beginning in 1982, the organization existed as a department within the County Office of Education. The organization has provided workforce services for more than 40 years in Madera County.

For ease of review, the abbreviation “WDB” is used through this plan to describe the agent leading the workforce system and providing oversight to the AJCC. The abbreviation “MCWIC” is used only where technical distinctions between the local board and the non-profit corporation are required, such as in the discussion in Section IV on disbursement of grant funds.

***Developing Madera County WDB’s PY 2021-24 Four-Year Plan***

Development of the Local Plan was the result of the WDB’s significant engagement with organizations and individuals throughout Madera County who guide, contribute to, and benefit from workforce system services. Discussions were held with Workforce Development Board members, managers, and staff representing the one-stop system partners, and a wide range of other stakeholders and community members. A series of community and stakeholder forums were held, as were agency-to-agency discussions with many partners. WDB management secured the support of an independent consultant, who has worked with the board in the past, to assist with the stakeholder engagement process and with crafting the content of the plan. Developing the plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The WDB’s executive leadership led the planning process on behalf of the board. Completing the plan took approximately six months, after which it was made available for public review and comment, prior to being forwarded for state-level review.

***Impact of COVID-19 and the Public Health Crisis on Plan Development and The Plan***

Every aspect of developing the PY 2021-24 Madera County WDB Local Plan was influenced by the onset of COVID-19, the ensuing public health crisis, and the myriad effects of the pandemic on businesses, schools, government operations, and the local workforce development delivery system. While the stakeholders met, discussions were held, priorities were identified, and a new four-year plan was developed, the influence of the pandemic on the planning process is undeniable, as it has shaped stakeholders' views about the economy, the workforce, training and, virtually every aspect of the workforce system.

While the content of this plan frequently references the pandemic, most descriptions of activities and services, are described in a “non-pandemic” context. Madera County WDB leaders recognize that effects of COVID-19 will likely shape our work over the next several years, particularly during the first half of the period covered by this plan. It is important to note that the Madera County Local Plan is part of the PY 2021-24 Regional Plan developed by the San Joaquin Valley and Associated Counties Regional Planning Unit. The Regional Plan directly addresses core issues pertaining to the role of local boards and local workforce systems in economic and workforce recovery.

### ***Vision for the Local Workforce Development Delivery System***

The WDB's vision as stated in its memorandum of understanding with system partners is as follows:

*The Workforce Development Board of Madera County (WDB) is committed to the economic health of Madera County by providing leadership and guidance resulting in a quality employment and training system. The WDB is focused on establishing innovative collaborations that inspire success while ensuring that the workforce system provides skill development opportunities for lifelong learning and personal growth resulting in a quality workforce. The WDB contributes to the economic health of the County and the region through supporting an environment conducive to economic development and assisting to build a vibrant economy through increased employment opportunities.*

With this vision in mind, local board members and system stakeholders were asked to share opinions and make recommendations about a vision for the Madera County workforce system to guide actions over the four-year period represented by this plan. Based on this input, the partners have identified the following priorities, which are expressed across four categories.

Approach to Delivering Job Seeker Services: These priorities focus on services provided to Madera County residents who are planning for careers and looking to enter or re-enter the labor market.

- Defining workplace success is specific to individuals. Success means different things to different people and it means different things to an individual at different points in his/her life.

- First jobs - no matter the pay rate, position, or tasks involved – serve as essential first steps to lifelong success in employment and careers. These jobs provide the opportunity to learn critical/essential skills and put them to use.
- One of the most important services that the workforce system can offer is teaching workers about career paths and how to progress on these paths by gaining work experience and building skills. For job seekers, entry-level workers, and others with an interest in career advancement, we need to answer the question “How do I get there?”
- Our system needs to focus not just on younger workers, who are new entrants to the workforce, but on adults who are looking to develop the right skills for today’s labor market.
- Re-tooling the skills of dislocated workers so that they can compete for in-demand jobs should be a priority of the board.

Communicating with Business and Industry: Strengthening the ways in which the workforce system and the WDB spread the word about services for business include the following priorities.

- The Board should conduct an inventory of businesses by “key industry sector” to determine the demand-side customer base within Madera County.
- Board members should engage directly and more actively with businesses to communicate the services and benefits of the local workforce system.
- Board members should form a business visitation team to meet directly with owners and managers at locations where work is accomplished. This activity would not only provide a means for informing businesses about workforce services but would enable Board members to communicate back to WDB managers and staff about companies’ hiring and workforce needs.

Business Needs: The local workforce system can enhance services to business customers by focusing on the following approaches:

- While businesses need and seek individuals with experience, training, and skills specific to their jobs, companies are most interested in workers who are motivated, have a positive attitude, and have a work-oriented mindset.
- For each of the priority sectors in Madera County, the WDB should build a profile of skills most needed and desired by local businesses, particularly for entry-level workers.

- The system should examine opportunities to upskill businesses' current workers, and, as they move into higher paid positions, backfill their jobs with new workers.

Other Priorities include:

- Madera County WDB should look to other workforce areas in the region, throughout the state, and across the nation for best practices that, if adopted, could improve services to local businesses and workers.
- The Board should continuously communicate workforce needs and successes to a broad base of stakeholders, and, as part of this ongoing information campaign, support the continuation of funding for workforce programs.
- The workforce system should leverage the capacity of businesses to function as trainers.
- To promote economic opportunities for families, the system should promote services to adults and youth, emphasizing that services are available to workers in all age groups.

The board will address these priorities over the course of this four-year plan.

**II. WIOA CORE AND REQUIRED PARTNER COORDINATION**

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

**Coordination with AJCC Partners and WIOA Memoranda of Understanding**

Over the last four decades, there have been many changes that have affected the workforce system in Madera County. New federal legislation, growth and decline of industries within the regional and local economy, recessions and recoveries, changes in the administrative structure of the local board and, most recently, a pandemic have been some of the changes and challenges faced by the workforce system. Through every significant event, local partnerships have remained intact. The demographic, economic and social make up of Madera County is one that lends itself to collaboration, cooperation and commitment to shared goals. Many of the workforce system partnerships represented in this Local Plan date back to the 1980s, and some longer. In addition to the many day-to-day interactions that the WDB has with the one-stop partner agencies, the active and enthusiastic participation of the partners in the planning process that has led to the development of the PY 2021-24 Local Plan is a testament to their commitment to Madera County’s local workforce development delivery system and the customers it serves.

**Overview of Local One-Stop System Partners**

Following is a summary of the local/regional organizations representing the nineteen (19) federal one-stop partner programs, with which the WDB has developed MOUs.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Madera County Workforce Investment Corporation
Title II Adult Education and Literacy	Madera Adult School and State Center Adult Education Consortium
Title III Wagner-Peyser Unemployment Insurance (UI)	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Madera Community College

Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs for Progress National, Inc.
Job Corps	San Jose Job Corps Center/Northern California Outreach and Admissions
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium, Inc.
Migrant and Seasonal Farmworkers (WIOA Section 167)	Central Valley Opportunity Center
Jobs for Veterans State Grants	Employment Development Department (EDD)
Youth Build	Not applicable. There is no YouthBuild program in Madera County.
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant	Community Action Partnership of Madera County
Housing and Urban Development E&T	Housing Authority of the City of Madera
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	Not applicable. There is no Second Chance program in Madera County.
Temporary Assistance for Needy Families (TANF)/CalWORKs	Madera County Department of Social Services

***Memoranda of Understanding with System Partners***

The WDB has developed a single, coordinated memorandum of understanding (MOU) with the federally funded system partners serving Madera County. The MOU defines:

1. The relationship between the Workforce Development Board of Madera County (WDB) and the designated partner agencies;
2. The roles and responsibilities of the partners in the performance of their combined goal of establishing a workforce development system through an AJCC method of service delivery that is:
  - Integrated, offering as many employment, training, and education services as possible for employers and individuals seeking jobs or wishing to enhance their skills, and affording universal access to the system overall;
  - Comprehensive, offering a large array of useful information with wide and easy access to needed services;
  - Customer-Centered, providing the means for customers to judge the quality of services and make informed choices based on their individual needs; and
  - Performance-Based, with clear outcomes to be achieved, mutually negotiated outcomes and methods for measurements, and the means toward measuring and attaining customer satisfaction.
3. Cost sharing pertaining to one-stop infrastructure and other system costs.

Specifically, with regard to the delivery of services for workforce system customers, the MOU describes responsibilities of the AJCC/system partners for joint planning, plan development, and other system activities to accomplish and/or support the following:

- Continuous partnership building between all parties to the MOU;
- Continuous planning responsive to state and federal requirements;
- Responsiveness to specific local and economic conditions, including the needs of local businesses;
- Adherence to common data collection and reporting requirements, including needs for modification or change;
- Diligence in developing coordinated local leadership in workforce development through; responsiveness to customer needs; maintenance of system infrastructure; shared technology and information; and performance management to measure the success of the overall AJCC system and to enhance outcomes, through quality management and continuous improvement processes;
- Making partner services available to customers through the AJCC;
- Participation in the operation of the AJCC, consistent with the terms of the MOU and the requirements of applicable laws; and
- Participation in capacity building and staff development activities to ensure that all partners and staff are adequately cross-trained.

The coordination between the WDB and partners, as described below, is subject to the provisions of the MOU.

### ***Coordination with AJCC Partner Programs***

The following information summarizes the ways in which the WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs. Opportunities for further enhancing the workforce system's collaboration with the partners are summarized in Section V of this plan.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The three formula-funded programs are administered by the MCWIC and services are delivered through the Workforce Assistance Center/AJCC.

WIOA Title II – Adult Education and Literacy: Madera Unified School District, through Madera Adult School, and the State Center Adult Education Consortium are the local WIOA Title II program partners. Title II programs focus on helping adults to increase their basic education skills; gain support in attaining a secondary school diploma or prepare for an equivalency exam; and, for English language learners, improving reading, writing, speaking, and comprehension skills in English.

WIOA Title III – Wagner-Peyser: The California Employment Development Department (EDD) administers and staffs the Wagner-Peyser Program, which is a key partner program, providing connections to jobs, support for AJCC operations and workshops for participants.

WIOA Title IV – Vocational Rehabilitation: DOR offers a variety of services for both individuals with disabilities and employers looking to hire qualified candidates. Services

are tailored to each consumer to help him/her reach an employment goal. Individuals with disabilities and rehabilitation counselors work together to determine which services will provide the best support to prepare for, find, or retain employment.

Carl Perkins Career Technical Education: Madera Community College receives Perkins funds to support development and delivery of career technical education programs.

Title V Older Americans Act: The Senior Community Service Employment Program (SCSEP) is operated by SER – Jobs for Progress, Inc. System partners refer individuals 55 years and older to the program in cases where subsidized employment opportunities under SCSEP appear to be a good option for an individual's transition back into the labor market.

Job Corps: Job Corps is a free education and training program that helps young people prepare for a career, earn a high school diploma or GED, and find and keep a good job. For eligible young people at least 16 years of age that qualify as low income, Job Corps provides the all-around skills needed to succeed in a career and in life. While there are several Job Corps centers in California, Madera County WDB collaborates most closely with the San Jose Job Corps Center.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium, Inc. provides employment and training and related services to Indian and Native American people who live within a large service area that includes much of California.

Migrant Seasonal Farmworker Program (WIOA Section 167): The Central Valley Opportunity Center's services include vocational education, remedial education, English Language instruction, emergency supportive services (when funding is available), transportation, emergency food, child care services, and community education services.

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

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

Community Services Block Grant: CSBG programs are administered by the Community Action Partnership of Madera County (CAPMC). CSBG funds are used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families by removing obstacles and solving problems that block the achievement of self-

sufficiency. Madera County WDB is working to add the CAPMC to the MOU. At present, CVOC, which is a recipient of CSBG funds, serves as the MOU partner for this program.

Housing and Urban Development Employment and Training Program: The Housing Authority of the City of Madera operates rental assistance programs for persons who meet eligibility requirements. Additional resident service programs include home ownership, self-sufficiency, after school programs and school readiness programs.

Unemployment Compensation: EDD Wagner-Peyser staff support the UI function at the AJCC by assisting customers with questions about the program and filing claims. Some WIOA Title I staff also have baseline knowledge about the program, which enables them to assist customers with basic questions.

Temporary Assistance for Needy Families/CalWORKs: Madera County Department of Social Services assists individuals and families with welfare services. These services include but are not limited to Cash Assistance, Diversion Assistance, Medi-Cal Coverage, Food stamps, and Employment Services.

### ***Coordination with Economic Development***

While economic development is not technically a one-stop partner program, the WDB's collaboration with the Madera County Economic Development Corporation (EDC) is critical to the local workforce development system's success. The workforce and economic development systems in the county work hand-in-hand, collaborating on meeting the needs of businesses, jointly marketing, and cross-promoting one another's services. The availability of strong workforce development and education programs in Madera County is a tool for the EDC in marketing the area to businesses. Linkages with the EDC provide the workforce system access to information about new businesses, business expansions, and other matters that enable the workforce system to be responsive to the needs of local businesses. Opportunities for further enhancing the workforce system's partnership with the EDC are summarized in Section V of this plan.

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

WIOA encourages delivery of services across multiple partner programs. Co-enrollment enables local workforce systems to leverage resources to achieve maximum benefits for participants, which may also increase overall program success. Madera County WDB has long utilized co-enrollment of job seekers in two or more programs to secure the full range of services an individual needs to prepare for and succeed in a career, including the use of Integrated Resource Teams and Navigator models.

### ***Co-Enrollment of Job Seekers Across Programs***

There are various situations under which co-enrollment may be appropriate. These include:

- Multiple resources are needed to address barriers to employment, thereby enabling an individual to fully participate in planned services.
- The participant's employment/career plan requires services from multiple partner programs to adequately prepare for employment.
- The participant is eligible for and in need of services from two or more programs, each of which offer distinct services.
- Identified programs and services are not duplicative and supplement rather than supplant services from another fund source.

Madera County WDB and the partners at the Workforce Assistance Center regularly co-enroll customers in two or more programs, which, to date, have included: WIOA Title I programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Program; the WIOA Title IV Rehabilitation Act Program; the Unemployment Compensation Program; Veterans Employment programs; WIOA Section 167 programs; and Perkins CTE programs.

### ***Co-Case Managing Co-Enrolled Customers***

Case management is integral to participant success and that of the overall one-stop system. Tracking participant progress across various partner programs and services is facilitated by the use of a common data management system, such as CalJOBS, to share data and intake information after securing written consent from participants. As such, co-case management with participants served by EDD programs, which use CalJOBS, is highly effectively. Efforts to co-case manage participants enrolled in other programs require extensive communication via email, by phone, and in-person, making the process more cumbersome. Communications regarding shared customers could be greatly improved if all partners utilized the same platform, such as CalJOBS, for case management and tracking.

### ***Cross Training of Partner Staff***

Co-enrollment and co-case management strategies are facilitated when staff from various programs are informed about the content and requirements of other workforce system programs. Madera County WDB has sponsored cross-training for partner staff to increase understanding about all partner programs and to share expertise about the needs of various populations.

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

Madera County is geographically large, covering 2,153 square miles in Central California. The population of just over 150,000 residents is concentrated primarily within the City of Madera and in adjacent unincorporated communities. The decision to locate the Workforce Assistance Center in Madera reflects the distribution of county residents. However, residents of communities in Northern (e.g., Chowchilla, Fairmead) and Eastern (e.g., Coarsegold, Oakhurst, Bass Lake) Madera County also need access to workforce

services. Following is a summary of current and planned strategies for delivering workforce services to communities within remote areas of the county.

### ***Remote Services Available on Request***

Madera County WDB staff are available to provide services in remote locations upon request and, periodically, to address specific workforce needs (e.g., hiring events, rapid response activities). Services available in remote locations include orientation, WIOA eligibility determination, assessment, and basic and individualized career services. Remote locations at which WDB staff meet applicants and participants vary, but often include the Madera County Department of Social Services facilities in Chowchilla and Eastern Madera County and the Oakhurst Center of Madera Community College. Resource Room computers are available to customers by appointment at the Chowchilla First Five Family Resource Center.

### ***Delivering Services through Virtual Platforms and Web-Based Information***

Over the last several years, Madera County WDB has worked to improve the content and user-friendliness of our website so that it better functions as a clearinghouse of workforce services information for all residents of Madera County. Safety measures during the pandemic have required all workforce system partners to expand their online presence and the use of virtual platforms to provide services and deliver training. A byproduct of this migration to virtual service delivery is that more content (e.g., workshops, meetings with staff, rapid response orientations) is now available virtually and can be easily accessed no matter one's location. The WDB intends to continue to expand and improve upon web-based services.

### ***Increasing the Presence of Workforce Development Staff and Services in Remote Communities***

As we move into the operational phase of the PY 2021-24 Local Plan, Madera WDB intends to expand the presence of workforce services staff at locations throughout the county. Working with county officials, partners, stakeholders, and customers, the WDB will identify locations and schedules best suited to the needs of job seekers and businesses in remote communities. Set schedules will be adopted for in-person services at Northern and Eastern Madera County sites.

## **Coordination of Workforce Activities and Support Services**

Supportive services are provided to WIOA Title I Adult and Dislocated Worker Program participants as necessary to enable them to participate in career services and/or training. WIOA funds may be used for supportive services if such services are not available from other programs.

### ***Determining Participants' Needs for Supportive Services***

Assessment and individual service/employment planning processes are used to identify all career development, training, and supportive services that WIOA-eligible individuals will need to prepare for and succeed in employment in their chosen career. The need for supportive services is determined by personal circumstances and how these may restrict, impede, or prevent participation in services and employment. The purpose of providing support (e.g., transportation assistance) is to enable participation. While WIOA funds can be used to cover the costs of supportive services, staff is diligent in seeking alternatives, such as community-based resources. When participants are co-enrolled in other programs, those programs (e.g., CalWORKS) often pay for various forms of support.

### ***Supportive Services Policy***

The Madera County WDB has developed and published a policy on the use of WIOA supportive services that is intended to facilitate the provision of supportive services to individuals participating in individualized career or training services, who are unable to obtain supportive services through other programs, and only when such services are necessary to enable individuals to participate in WIOA Title I activities.

Accurate information regarding the availability of supportive services is provided as a basic career service to adults and dislocated workers through the AJCC. The WDB has established limits on the types of available supportive services with a maximum of \$1,500 per participant for supportive services funded through WIOA. All supportive services must be requested and approved in advance. Customers are not reimbursed for purchases or payments that they have made directly. The WDB does not provide needs related payments, as defined in WIOA.

Approved types of supportive services include: transportation assistance, mileage reimbursement, uniforms, tools, safety equipment, certification/licensing exam fees, medical services including required physicals and immunizations, drug testing, standardized work clothing or footwear, registration fees, or instructional books, materials, and supplies. Purchase of any of these items requires written documentation that the items are required for training or employment, and verification that they are not reimbursed or provided by the employer or training provider.

The foregoing limits apply to WIOA formula-funded activities and services. Exceptions to these limits may be approved by the Executive Director (or designee) on a case-by-case basis for specific training programs or employment opportunities with higher support costs/needs. Projects funded by specific grants or from sources other than WIOA formula allocations will follow any limits established by the specific grant, proposal, or project, and may exceed the limits established here, when necessary, allowable, and appropriate for successful participation in, retention in, and completion of training or employment. In addition, the provision of supportive services may be suspended, revoked, or reduced at any time, based on funds available, changes in program design or delivery, or at the discretion of the Executive Director.

## **Physical and Programmatic Accessibility for Individuals with Disabilities**

Madera County WDB has implemented multiple methods to ensure compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). In addition, the Workforce Assistance Center/AJCC offers technology, programs, and services that support job seekers with disabilities' effective use of the center.

### ***Assuring Compliance with Federal Requirements***

A Certified Access Specialist (CASp) review was completed by an architect to ensure all physical ADA requirements are met. Through contractual language, the WDB requires training providers' compliance with all provisions of WIOA Section 188 and ADA. The WDB's EEO Officer conducts annual monitoring of providers on the ETPL for compliance with Section 188 of the WIOA and 29 CFR Part 38. The EEO Officer has a SHRM micro-certification in California employment law, which helps to inform overall organizational awareness and knowledge regarding compliance issues.

### ***Staff Training***

New employees receive an orientation, which includes information on the "Equal Opportunity is the Law" notice, the WDB's non-discrimination policy and grievance procedures, the organization's Limited English Proficiency (LEP) plan; and the confidentiality policy and staff confidentiality agreement.

Training has been provided to staff on many topics pertaining to disability and accessibility. These include sessions covering: one-stop accessibility; psychiatric disabilities; substance dependence; cognitive disabilities; medical conditions; disability awareness and etiquette; effective communication strategies; accommodation request processes and procedures; effective use of assistive technology; mental health of students; adult mental health; youth mental health; suicide prevention; disability and employment; confidentiality and storing of PII; Windmills virtual disability inclusion; college accommodations; and inequality and wage disparity. Training on disability and accessibility issues will continue during the four-year period covered by this plan.

### ***Specialized AJCC Programs and Services for Persons with Disabilities***

Madera County WDB has received funding and staff training through the Disability Program Navigator, Disability Employment Initiative, and Disability Employment Accelerator grant programs. The AJCC houses an Employment Network through Social Security Administration's Ticket to Work program and ensures that individuals with disabilities have access to the services and information needed to successfully transition back into the workforce. There is a current Partnership Plus agreement with the State of California Department of Rehabilitation to provide long-term services and supports to individuals who have exited the public Vocational Rehabilitation system. In addition, two staff are trained Community Partner Work Incentive Counselors and can provide individuals with disabilities who receive SSI and/or SSDI benefits counseling about the impacts on earnings when returning to work. Community Partner Work Incentive

Counselors are required to renew their certification annually by completing 18 continuing education credits.

***Availability of Assistive Technology and Support at the AJCC***

The Workforce Assistance Center has a wide range of assistive technology. Materials are available in multiple formats and languages, and, upon request, interpreters are made available to individuals. Located in the Resource Room and Assessment Room are a large touch screen monitor; large print contrast zoom text keyboard; and adjustable work station. All computers in the resource room have been updated to Windows 10 and have access to a magnifier, narrator, on screen keyboard, and speech recognition. Also available are: video relay; clear sound amplifier; magnification camera; noise cancelling headset; roller joystick; Braille Sense Plus and Braille translator; Neo II laptop communication; and Victor Reader Stream. Customers requesting the use of assistive technology complete the Assistive Technology Request Form. Those requesting an accommodation complete an Accommodation Request form.

### III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California’s Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, the Madera County WDB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

The Madera County Department of Social Services (DSS) is responsible for all TANF and related public welfare programs in the county, including CalFresh and its Employment and Training component. In 2018, DSS implemented a CalFresh Employment and Training (E&T) Program, using a third party provider model. DSS contracts with Reading and Beyond, a Fresno-based non-profit organization that was an early implementer of CalFresh E&T programs. The CalFresh E&T Programs serves Madera County Non-Assistance CalFresh (NACF) clients over the age of 18 whom are: enrolled or interested in enrolling into English as a Second Language (ESL), Basic Skills/Adult Basic Education, GED/HSD preparation, or career education programs including short-term credential programs or associate degree programs; and seeking career-path employment. The program’s services consist of:

- Supervised job search
- Job retention
- Education
- Self-Employment components

Through a partnership with the Foundation of California Community Colleges’ Fresh Success Program, Reading and Beyond also offers E&T services to CalFresh-eligible Madera Community College students.

Following discussions in 2018 that led to the development of Madera County WDB’s 2019 Local Plan Modification, initial meetings between WIOA and CalFresh E&T staff were held, which included cross-training. A referral process was established, and CalFresh E&T representatives began to regularly participate in AJCC partner meetings. While the partnership remains in place, pauses in services that resulted from the pandemic have led to partners to agree that refresher cross-training for staff would be beneficial.

Opportunities for further enhancing the workforce system’s partnership with the CalFresh E&T Program are summarized in Section V of this plan.

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

Discussions that occurred in 2018 between the WDB and Madera County Child Support Services were prompted by the WDB’s development of a Modification to the PY 2017-2020 Local Plan and specific guidance from the California Workforce Development Board regarding requirements for workforce–child support partnerships. These early conversations built on a history of the two organizations having occasionally worked together, which typically occurred when non-custodial parents with enforcement orders sought services from the WDB and needed assistance getting their driver’s license reinstated. Based on the 2018 discussions, an MOU was developed between the agencies, a structured referral process was established, and a “release of information” form was developed.

Under the relationship created under the new MOU, a number of early successes were achieved in terms of individuals referred by Child Support Services who were enrolled in WIOA services, found jobs, began paying child support, and achieved compliance with their support requirements. In addition, the WDB and Child Support Services coordinated two events to promote workforce services to non-custodial and custodial parents: one at the Madera County Courthouse and the other at the Workforce Assistance Center.

As is the case with several partnerships, under the constraints of the pandemic, referrals have slowed based on services taking place virtually, rather than in person. Still, both organizations remain committed to the partnership and to expanding services, with a focus on changing the “face” of the child support program from one that is viewed as punitive to one that is seen as supportive. The relationship with the workforce development system and the prospect of connecting those with enforcement orders to jobs is an essential element in achieving this change in public perception.

Opportunities for further enhancing the workforce system’s partnership with the Child Support Services are summarized in Section V of this plan.

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

In 2018, during the process of preparing our 2019 Local Plan Modification, the WDB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment. We learned at that time that a Local Partnership Agreement (LPA) had not been drafted. A draft plan was developed in early 2019. However, the Madera-Mariposa LPA is one of the few in the state that remains unsigned. While LEA and Regional Center partners have expressed their willingness to sign the agreement, DOR indicated that the agreement needed further review and possible modifications.

The draft Local Partnership Agreement (LPA) identifies the AJCC as a community partner and includes the following description of the Workforce Assistance Center’s capacity and potential role working with the CIE partners:

*The Workforce Assistance Center (WAC) provides access to education, training, work-based learning opportunities, employment and other services to eligible persons with disabilities. We have resources specifically for the disability community and make every effort to connect persons with disabilities to the services that best fit their needs. We assist them to navigate federal, state and local agencies administering benefits for person with disabilities. We also provide advocacy and outreach to the disability community while promoting and facilitating access to the needed services.*

*The Workforce Assistance Center in Madera houses two Community Partner Work Incentive Counselors (CPWIC) to assist social security beneficiaries transition back to work under the Ticket to Work Program. Ticket to Work is a Social Security Administration program designed to assist beneficiaries return to work through the assistance of Employment Networks (EN). There is an assigned Disability Resource Coordinator, who is also a CPWIC, at the Center who will guide the individual through the WAC process and assist with any accommodations needed. Assistive technology is also available for individuals who may require it to complete job related activities.*

*All individuals can access services by visiting the Madera Workforce Assistance Center Monday through Friday from 8 to 4pm and ask to speak with the Specialist of the Day. The Specialist of the Day will review the immediate needs of the individual and refer them to the appropriate agency.*

*Services available are: Youth Services age 18 – 24; One-on-one counseling, Career exploration; Self-assessments; Job Search; Supportive Services; Vocational Training; Work-Based Learning (On-the-Job Training, Transitional Job Training, and Work Experience); Workshops (Resume Preparation, Job Retention, Financial Literacy); and Job Fairs and Resource Events.*

*Eligibility requirements will vary by agency. Additional information can be obtained at the Madera Workforce Assistance Center.*

The WDB collaborates on a regular basis with local DOR staff and special education providers to serve individuals with disabilities. We are prepared to begin collaborating with LPA activities as soon as the partners signal that they are ready.

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

As stated in the 2019 Modification to Madera County WDB’s PY 2017-20 Local Plan, nearly sixty percent (60%) of the county’s population is Hispanic or Latino and one in

every five individuals is foreign-born. As such, nearly every workforce, education, health, human services, and community-based organization in the county serves substantial numbers of English Language Learners (ELLs) and immigrants. Over the many decades that the WDB has provided workforce development services to ELLs and foreign-born individuals, two of our closest partners have been local education agencies and programs serving migrant and seasonal farmworkers. Madera Adult School has been and remains the best local resource for English-as-a-Second Language (ESL) training, which is offered from classrooms inside the Workforce Assistance Center. Both CVOC (the WIOA Section 167 grantee) and EDD's Migrant and Seasonal Farmworker Outreach Program staff are crucial allies in connecting agricultural workers to the workforce system partners.

### ***Strengthening Connections Through Specialized Grant Programs***

The WDB's participation in an ELL Pilot Project enabled staff to survey customers and inquire about their ELL needs. Respondents indicated that services during nontraditional hours and additional training opportunities for individuals without a high school diploma are very desirable. Madera County WDB's ELL Pathway to Careers Grant continues to strengthen our partnerships with CBOs, improve coordination, and prevent duplication of services. Since the implementation of the Pilot Project in 2017, the WDB's ELL Navigator has been the point of contact for the CBOs. The Navigator functions as a liaison between customers and case managers to provide support and ensure that referrals to appropriate providers are made for education and support services.

### ***Expanding Partnerships***

In addition to the long-term partner relationships described above, since the publication of our 2019 Local Plan Modification, Madera County WDB has continued to develop partnerships with community-based organizations whose services are intensively focused on the immigrant community and ELLs. Among these community partners are: Educational Leadership Foundation (ELF); Services, Immigrant Rights and Education Network (SIREN); United Farm Worker Foundation (UFWF); Central Valley Immigrant Integration Collaborative (CVIIC); Employment Education and Outreach (EMPLEO) Centro La Familia; and Reading and Beyond. The WDB has implemented our standard referral process to connect CBO-referred customers to workforce system services.

WDB staff have collaborated with local CBOs to host several workshops, including ones focused on immigration, citizenship, and DACA. Other workshops that have been offered include: Know Your Rights; Educational Opportunities and Training for Parents; How to Start My Own Business; and INS Application Renewal Assistance workshops. Other collaborative activities in which the WDB and AJCC have participated include two food distribution and Resource Fairs and working with a local healthcare provider to outreach to immigrants in rural communities.

#### **IV. WIOA TITLE I COORDINATION**

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

##### **Staff Training and Professional Development to Increase Digital Technology Skills**

The National Skills Coalition defines digital literacy and problem-solving skills as those that convey the cognitive and technical skills that equip individuals to use information and communication technologies effectively within a specific occupation or occupational cluster for the purpose of career advancement and workplace success. This definition will help to inform not only how the WDB will approach digital skills training for workforce system participants, but also for workforce development staff. To date, efforts in this area have included the following activities and training:

- In order to learn how to use web-based video-conferencing applications and facilitate virtual meetings and events, staff has researched and participated in various virtual platform training sessions about Microsoft Teams, Zoom, Webex, Adobe Connect, and Vmeets.
- The AJCC has access to Star 12 and may view training sessions related to various topics.
- Frontline staff participated in the U.S. DOL-sponsored webinar “Learning and Leading: Service Delivery to Job Seekers in a Virtual Environment.”

Most WDB and AJCC staff currently demonstrate moderate to high competency levels in the use of digital technology in their daily performance of job duties, which include assisting job seekers in understanding and using, hardware, software, and web-based applications and platforms.

To ensure that AJCC staff members are fully prepared to meet not just the requirements of their own jobs, but to support customers who will be increasingly reliant on the use of digital skills in the workplace, Madera County WDB will regularly conduct the following activities with regard to staff’s technology skills.

Surveying: No less than annually, staff will be surveyed regarding their digital training needs, particularly in terms of knowledge and abilities concerning new and upgraded software and web-based platforms.

Assessment: New staff will be assessed regarding digital skills competency to create a baseline for initial and subsequent training.

Training: The WDB will sponsor technology-related training for staff and, as practicable, system partners. Much of this training will be made available through regional efforts to

provide training to the Central Valley’s extensive network of workforce development services providers.

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

Madera County WDB encourages and supports staff development. Training is frequently made available to staff to increase the awareness and knowledge on matters related to service delivery and compliance. However, training is also provided on topics that will increase staff’s effectiveness in serving key customers, including job seekers and businesses. Training of this type is especially important for frontline team members who work directly with customers.

Over the last year, some training dealing with cultural competence and trauma-exposed populations has been provided to frontline staff, such as:

- Trauma Informed and Beyond
- Justice Informed Employment Retention
- Serving the LGBTQ Community
- Building Resiliency in Communities
- Mental Health Awareness;
- Sexual Harassment Training
- Domestic Violence & Immigration
- Gender and Sexual Identity

Moving into the period covered by this Local Plan, Madera County WDB will continue to look for training that will increase staff knowledge and effectiveness working with individuals who have experienced and are living with the effects of trauma. Regional Plan Implementation (RPI) 4.0 grant funds have been targeted, in part, to continue to provide training to staff on critical topics. Madera County WDB recently participated in a survey conducted by the Regional Organizer, the results of which are pending. However, it is anticipated that training in cultural competence and working with individuals managing trauma will be included.

**Coordination of Rapid Response and Layoff Aversion Activities**

For more than 30 years, Madera County WDB has been providing rapid response services since the passage of the Economic Dislocation and Worker Adjustment Assistance Act in the late 1980s. As these services have been adopted into subsequent legislation, such as WIOA, we have continued to refine our approaches to providing both preemptive services to businesses and rapid response services to workers to minimize the effects of company closures/downsizing and layoffs.

***Layoff Aversion Services for Businesses***

Staff uses reports from EconoVue and other labor market information sources to identify businesses experiencing high financial stress. As a result, staff will attempt to engage with business to discuss layoff aversion strategies, such as the WorkShare program, training for workers, and tax incentives to avert a layoff or closure. Businesses are connected to resources based on their immediate needs. The WDB’s Business Services team remains in contact with businesses via email and phone to provide ongoing support.

***Support for Workers Impacted by Dislocation Events***

After receiving a WARN notice or learning from other sources about a layoff or business closure, staff contacts the business to discuss rapid response support (and, possibly, depending on the timing of the notice, layoff aversion strategies.) Staff members quickly coordinate rapid response orientations for affected workers – virtually or at the employer site(s). Orientation is made up of presentations by key partners, including the WDB, EDD, DSS, and Richard Heath & Associates, which provides access to low-cost insurance and telecommunications programs. Other partners are welcome to provide resources and information for the rapid response orientation. Since the onset of the pandemic, staff provides virtual rapid response orientations once a week.

***Local and Regional Coordination to Support Rapid Response and Layoff Aversion***

The WDB’s business services staff works within a larger business services division in the AJCC. This group is comprised of all business services staff of partner agencies that are co-located in our Center, as well as EDC representatives. Business services are operated under the umbrella of the WDB. Printed materials and web content have been jointly developed representing this unified effort. This group meets monthly, providing the opportunity to share information regarding business closures and impacted workers.

On a regional level, business services staff participate in regional rapid response roundtables, which are held monthly. In addition, these staff are connected to the Central Valley Industry Engagement Roundtable (CVIER), which also convenes once a month. CVIER meetings are focused on business services and strategies but often include discussions around rapid response and layoff aversion activities.

<p><b>Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs</b></p>
---

Madera County WDB makes available a robust set of services for job seekers enrolled under the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with Madera-based businesses and those in adjacent communities, particularly businesses within the priority sectors that are identified in the San Joaquin Valley and Associated Counties PY 2021-24 Regional Plan.

### ***Service Delivery Through the Workforce Assistance Center/AJCC***

The WDB's Workforce Assistance Center is the primary point of entry to workforce services in Madera County. Located centrally in central Madera, the 30,000 square foot facility is home to the core partners (on a full- or part-time basis) and provides comprehensive services. Services are also provided on a "by appointment" basis and via the web. A priority consideration under this plan, as expressed in sections II and V, is expanding WDB staff presence in rural and remote communities by stationing them on a regular basis at designated locations.

### ***Career Services for Adult and Dislocated Worker Participants***

The delivery of career services at Madera County WDB's Workforce Assistance Center (the AJCC) takes place alongside a wide range of training and services provided by the one-stop partners. Customers may participate exclusively in basic career services or may need additional assistance and be enrolled in individualized career services.

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

- Determinations of eligibility;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

Individualized Career Services: Individualized career services are provided when they are needed for an individual to obtain or retain employment. One-stop center staff rely principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;

- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

### ***Training Services***

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

Approved Institutional Training Programs Available in Madera County: Local training programs available to WIOA participants, include those offered by the following providers:

Madera Community College: Training listed on the Eligible Training Provider List (ETPL) includes: Maintenance Mechanic; Medical Administrative Assistant; and Child Development.

P. Steve Ramirez Vocational Training Center: Approved courses include: Computerized Accounting and Truck Driving.

Central Valley Opportunity Center (CVOC) has a satellite office in Madera. Programs on the ETPL include: Welding and Industrial Maintenance, Truck Driving, and General Business Occupations.

Madera Adult School offers HiSET, ESL, and Citizenship classes

Approved Institutional Training Available in Adjacent Communities: Training offered by providers in Fresno and Merced counties include medical assisting, certified nurse assistant, licensed vocational nurse, phlebotomy, lab technician, welding, maintenance mechanic, auto mechanic, accounting, medical administrative office, and security guard. Public education institutions with approved programs are: Fresno City College; Fresno Adult School; Clovis Community College; Clovis Adult School; and Merced Community College. Private institutions with approved programs include: Advanced Career Institute; Institute of Technology; and United Truck Driving.

As the use of online training becomes more prevalent, it is likely that during the operational period of this plan, more out-of-area, distance learning programs will become available to participants enrolled in Madera County WDB programs.

### ***Priority of Service***

The Madera County WDB has developed and published a WIOA Adult Program Priority of Service Policy. The policy communicates the following requirements:

Veterans and eligible spouses continue to receive priority of service among all eligible individuals. However, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134 (c)(3)(E). When programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

Additional priority groups designated by the Workforce Development Board of Madera County include individuals with disabilities and ex-offenders. It is the WDB's policy to provide priority for individualized career and training services to eligible adults who meet the criteria for priority of service and who are residents of Madera County. Individuals who are not members of a priority group may be provided these services, as long as funds are not limited. Exceptions to the priority requirements may be made for special projects, regional grants, or for exceptional circumstances on a case-by-case basis at the discretion of the Executive Director.

### **Services and Activities Available under WIOA Title I Youth Program**

The Madera County WDB provides an impressive array of services under our WIOA Out-of-School Youth Program, which serves youth and young adults ages 16 to 24 who need services such as: assistance attaining a high school diploma or equivalency certificate; learning workplace skills; conducting career exploration; training for in-demand occupations; developing job readiness skills; and job placement assistance.

In accordance with federal and state requirements for the WIOA Youth Program, the WDB makes available all 14 required Youth Program elements, which include:

Tutoring, Study Skills Training, and Instruction Leading to Secondary School Completion: Education and educational support activities support completion of a high school diploma or recognized equivalent.

Alternative Education: These services assist youth who have struggled in traditional secondary education or who have dropped out of school.

Paid Work Experience: This structured work-based learning experience provides opportunities for career exploration and skills development.

Occupational Skills Training: This organized program of study provides specific skills and leads to proficiency in an occupational field. Training may be delivered through didactic

instruction in a classroom or online setting, or through work-based learning options including pre-apprenticeships, apprenticeships, or on-the-job training programs.

Education Offered Concurrently with Workforce Preparation: This integrated education and training model combines workforce preparation, basic academic skills, and occupational skills

Leadership Development Opportunities: These services encourage responsibility, confidence, employability, self-determination, and other positive social behaviors.

Supportive Services enable a youth or young adult to participate in WIOA activities.

Adult Mentoring: This formal relationship between a youth and an adult mentor focuses on structured activities through which the mentor offers guidance, support, and encouragement.

Follow-Up Services: Provided following program exit, these services ensure youth succeed in employment or education

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability.

Entrepreneurial Skills Training: Youth learn the basics of starting and operating a small business and develop entrepreneurial skills.

Services that Provide Labor Market Information: These services offer employment and labor market information about in-demand industry sectors or occupations.

Postsecondary Preparation and Transition Activities: Services assist youth in preparing for and transitioning to postsecondary education and training.

### ***Services for Youth with Disabilities***

All of the foregoing activities are available to youth with disabilities. When a young person with a disability seeks services through the Workforce Assistance Center, assessments are administered and an Individual Service Strategy is developed to identify past educational attainment, skills levels, interests, barriers, and unique or specialized needs. Depending on the results of the assessment and service planning process, WIOA Youth Program staff may engage colleagues from the Department of Rehabilitation, special education or other partners to assist in securing services and, as necessary accommodations, to facilitate the youth/young adult's participation in the program. Work Experience has been a successful strategy for many youth with disabilities, as it provides the opportunity to work with others in an integrated work setting.

***Addressing the Digital Literacy Skills of Youth and Young Adults***

While staff do not currently conduct a formal assessment of digital literacy skills, they do provide support for participants who need assistance using technology. As participation in workforce services during the pandemic has increasingly required digital skills, system partners have become aware that some participants may need training in the use of hardware, software and web-based platforms. WDB staff have developed and implemented a series of workshops that expose the AJCC’s customers to digital skills and provide instruction in basic use and operations of technology. Implementation of a digital skills assessment is also under consideration. Interestingly, of all the groups served by the WDB’s WIOA Title I programs, youth and young adults tend to be those with the strongest digital and technology skills. Because theirs is a generation that has grown up surrounded by technology, individuals 24 years and younger are less hesitant around technology, even when applications are unfamiliar.

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

The Madera County Workforce Investment Corporation is the administrative and fiscal agent responsible for receipt and disbursal of funds. MCWIC is granted this authority by the Madera County Board of Supervisors and the Workforce Development Board as documented in an agreement among the three entities signed in 2013. MCWIC functions as the WIOA Youth program provider and is the approved Title I Career Services Provider. Therefore, no programmatic sub-awards are planned other than vendor agreements with approved ETPL training providers and a One-Stop/AJCC Operator contract. An OSO request for proposals RFP was released in December 2020 for services beginning on July 1, 2021. OSO procurement takes place every four years.

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

The WDB competitively procures and contracts for AJCC Operator function, ensuring the arm’s length distance from operations envisioned by WIOA. In keeping with a decades old practice, Madera County WDB continues to function career services provider.

***One-Stop Operator Function***

As part of regional efforts to streamline administrative functions among local boards in the Central Valley, Madera County leads a process to competitively procure an AJCC/One-Stop Operator for five boards: King County, Madera County, Merced County, San Joaquin County and Stanislaus County. Madera County WDB currently contracts with ProPath, Inc., an experienced provider, as the OSO. The OSO has three major roles and duties:

1. Facilitates collaboration and cooperation among the partners.
2. Validates and ensures partner organizations adhere to the Memorandum of Understanding (MOU) documents (Phase I and II) providing locally negotiated infrastructure and operations contributions as outlined in the WIOA legislation.
3. The Contractor will act as a liaison between the Workforce Development Board and the America's Job Centers of California Partners.

In accordance with WIOA requirements, the One-Stop Operator agreement clearly stipulates that the OSO is prohibited from acting in the following capacities:

- Convening system stakeholders to assist in the development of the local plan;
- Preparing and submitting the local plan (as required under sec. 107 of WIOA);
- Providing oversight of itself;
- Managing or significantly participating in the competitive selection process for one-stop operator;
- Selecting or terminating one-stop operators, career services, and youth program service providers;
- Negotiating local performance accountability measures; and
- Developing and submitting budget for activities of the local board.

### ***Career Services Provider***

Madera County WDB, in its various iterations, has been the direct provider of workforce services for nearly four decades, and oversees the MCWIC in the provision of these services now. The WDB has developed strong, positive relationships with mandated partners, other community stakeholders, and with city and county government agencies throughout Madera County. The staff and leadership are experienced workforce professionals with strong ties with businesses, as well as the community. This experience and relationships result in high quality, customer-centered services that produce positive outcomes for job seekers and local businesses. The WDB has consistently met or exceeded performance goals and has a strong reputation for quality programs and services.

<b>V. CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24</b>
--

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

***Coordination with Workforce System Partners***

- Consider options for better coordinating messaging about WDB and EDC services, particularly for small businesses.
- Review options for creating additional links between EDC and WDB websites.
- Explore opportunities for the WDB and Madera Community College to jointly convene focus groups to refine education and workforce system knowledge about industry skill gaps and community training needs.
- Identify best approaches for college staff to train workforce system stakeholders about the various forms of support that the college provides to students, including financial aid programs.
- Examine the needs of Native Americans and tribal populations in Madera County and determine if there are opportunities to expand services to this target group, perhaps through increased coordination with the WIOA Section 166 program grantee.
- With the increased use of online strategies to communicate with customers, consider options for developing brief videos on each partner's programs that could be hosted on other partners' websites.
- Consider the WDB's development and distribution of a weekly "top jobs list" to partners.

***Services for Job Seekers***

- Identify opportunities to immediately connect probation youth to workforce services at release.
- Explore the availability of online courses/training for jobs in the hospitality industry.
- Explore options for teaching customer service skills to job seekers. This could be offered in a workshop format or as a course.
- Explore options for providing training in supervision/supervisory skills.

- Research models for using job coaches and mentors that could support vulnerable customers. This could be an expansion of the “navigator” function that the WDB has successfully implemented for specific target groups.
- Working with the college and adult education, identify opportunities to develop short-term training (less than 4 months) that will prepare job seekers for entry-level employment in career path employment.
- Examine the feasibility of developing a short course in Vocational Spanish that would serve as a mini-credential for workers seeking employment at locations where Spanish language skills are desirable.
- Research the feasibility of putting additional online courses (including those from out of area institutions) on the Eligible Training Provider List.

***Business Services***

- Develop an inventory of businesses by “key industry sector” to determine the demand-side customer base within Madera County.
- Consider options for board members to establish a business visitation team to meet directly with owners and managers at locations where work is accomplished.
- Research skills needed by businesses in priority sectors and build a profile of skills most needed and desired by local businesses, particularly for entry-level workers.
- Assess businesses’ need for and interest in incumbent worker training.

***Other Priorities***

- Maintain and enhance cross-training to ensure that system staff develop basic knowledge about all local workforce system programs and remain aware of changes and updates.
- Review current online offerings and consider implementation of additional virtual services, such as online financial literacy workshops.
- Consider conducting a digital skills assessment of new customers to inform the delivery of digital skills workshops.
- Explore greater use of a shared data management platform across partners to support co-case management.
- Expand physical presence of staff at Northern and Eastern County locations on a regularly scheduled basis.

<b>VI.</b>	<b>APPENDICES</b>
------------	-------------------

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

**Stakeholder and Community Engagement Summary**

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-24 Local Plan, the WDB hosted a series of four community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

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

This forum was held via Zoom on November 17, 2020.

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

This forum was held via Zoom on December 15, 2020.

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

This forum was held via Zoom on January 7 and January 12, 2021.

In addition, a planning discussion centered on “vision” was held with the members of the Workforce Development Board during their meeting on October 15. A follow-up meeting to review priorities was held on December 17, 2020.

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

- Madera County Office of Education (CIE LPA Lead Agency) on November 18, 2020
- Madera County Child Support Services on November 19, 2020
- Madera County Economic Development Corporation on November 30, 2020
- Central Valley Opportunity Center, Inc. on December 2, 2020
- Madera Community College on December 9, 2020
- California Department of Rehabilitation on January 5, 2021
- Madera County Department of Social Services on January 11, 2021
- California Employment Development Department on January 29, 2021

## Madera Workforce Plan Forum – Vision for the Local Workforce System

Mode of Outreach	Target of Outreach	Summary Attendance of	Comments
Email	Bass Lake Chamber	-Did not attend forum.	
Email	Board of Supervisors	-Did not attend forum. -Attended WDB meetings.	Engaged in planning process.
Email	Camarena Health	-Attended forums. -Attended WDB meetings.	Engaged in planning process.
Email	Community Action Partnership of Madera County	-Did not attend forum. -Attended WDB meetings.	Engaged in planning process.
Email	Community Corrections Partnership (AB109)	-Attended forums.	Engaged in planning process.
Email	Chawanakee USD	-Did not attend forum.	
Email	Chowchilla City Chamber	-Did not attend forum.	
Email	Chowchilla City Council	-Did not attend forum.	
Email	CIMC	-Did not attend forum.	
Email	Coarsegold Chamber	-Did not attend forum.	
Email	CVIIC	-Did not attend forum.	
Email	Central Valley Opportunity Center	-Did not attend forum. -Attended WDB meetings. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email	Department of Rehabilitation	-Did not attend forum. -Attended WDB meetings.	
Email	Department of Social Service	-Did not attend forum. -Attended WDB meetings. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email	Department of Child Support Services	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	EDC	-Did not attend forum. -Participated in 1-to-1 discussions with WDB.	Engaged in planning process.
Email	Employment Development Department	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Education and Leadership Foundation	-Attended forums.	Engaged in planning process.
Email	Fourth Street Church of God	-Attended forums.	Engaged in planning process.
Email	Fresno City College	-Did not attend forum.	
Email	Golden Valley Chamber	-Attended forums.	Engaged in planning process.

Email	Golden Valley USD	-Did not attend forum.	
Email	International Brotherhood of Elect Workers #100	-Did not attend forum. -Attended WDB meetings.	Engaged in planning process.
Email	Job Corps	-Did not attend forum.	
Email	Laura's Nuts	-Did not attend forum.	
Email	City of Madera	-Attended forums.	Engaged in planning process.
Email	Madera District Chamber of Commerce	-Did not attend forum.	
Email	Madera Housing Authority	-Did not attend forum.	
Email	Madera Adult School	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera Community College	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera County Superintendent of Schools	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera Unified School District	-Attended forums. -Attended WDB meetings.	Engaged in planning process.
Email	MUSD Linkage Foundation	-Attended forums.	Engaged in planning process.
Email	North Fork Chamber	-Did not attend forum.	
Email	Oakhurst Community College Center	-Did not attend forum.	
Email	ProPath, Inc. (OSO)	-Did not attend forum.	
Email	Pacific Ethanol Inc.	-Attended forums. -Attended WDB meetings.	Engaged in planning process.
Email	PGE	-Did not attend forum.	
Email	Reading and Beyond	-Did not attend forum.	
Email	Salter's Distributing, Inc.	-Attended forums.	Engaged in planning process.
Email	State Center Adult Ed. Consortium	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	SER	-Did not attend forum.	
Email	Sheet Metal Worker Local 104	-Did not attend forum.	
Email	The Pines Resort	-Attended forums.	Engaged in planning process.
Email	UFW	-Did not attend forum.	
Email	UFCW8	-Did not attend forum.	

Email	Union Bank	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Vail Insurance Services LLC	-Did not attend forum.	
Email	Valley Children’s Hospital	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Valley West Christian Center	-Did not attend forum.	
Email	Vision Academy of the Arts	-Did not attend forum.	
Email	Visit Yosemite	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Yosemite USD	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.

**Madera Workforce Plan Forum – Strengthening the Role of the AJCC**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary Attendance</b>	<b>of</b>	<b>Comments</b>
Email	Bass Lake Chamber	-Did not attend forum.		
Email	Board of Supervisors	-Did not attend forum.		
Email	Camarena Health	-Attended forums.		Engaged in planning process.
Email	Community Action Partnership of Madera County	-Did not attend forum.		
Email	Community Corrections Partnership	-Attended forums.		Engaged in planning process.
Email	Chawanakee USD	-Did not attend forum.		
Email	Chowchilla City Chamber	-Did not attend forum.		
Email	Chowchilla City Council	-Did not attend forum.		
Email	CIMC	-Did not attend forum.		
Email	Coarsegold Chamber	-Did not attend forum.		
Email	CVIIC	-Did not attend forum.		
Email	Central Valley Opportunity Center	-Did not attend forum.		
Email	Department of Rehabilitation	-Attended forums. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.
Email	Department of Social Service	-Did not attend forum. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.
Email	Department of Child Support Services	-Did not attend forum.		
Email	EDC	-Did not attend forum. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.

Email	Employment Development Department	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Education and Leadership Foundation	-Did not attend forum.	
Email	Fourth Street Church of God	-Did not attend forum.	
Email	Fresno City College	-Did not attend forum.	
Email	Golden Valley Chamber	-Did not attend forum.	
Email	Golden Valley USD	-Did not attend forum.	
Email	International Brotherhood of Elect Workers #100	-Did not attend forum.	
Email	Job Corps	-Did not attend forum.	
Email	Laura's Nuts	-Attended forums.	Engaged in planning process.
Email	City of Madera	-Did not attend forum.	
Email	Madera District Chamber of Commerce	-Did not attend forum.	
Email	Madera Housing Authority	-Did not attend forum.	
Email	Madera Adult School	-Attended forums.	Engaged in planning process.
Email	Madera Community College	-Did not attend forum.	
Email	Madera County Superintendent of Schools	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera Unified School District	-Did not attend forum.	
Email	MUSD Linkage Foundation	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	North Fork Chamber	-Did not attend forum.	
Email	Oakhurst Community College	-Did not attend forum.	
Email	OSO	-Did not attend forum.	
Email	Pacific Ethanol Inc.	-Attended forums.	Engaged in planning process.
Email	PGE	-Did not attend forum.	
Email	Reading and Beyond	-Did not attend forum.	
Email	Salter's Distributing, Inc.	-Did not attend forum.	
Email	State Center Adult Ed. Consortium	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	SER	-Did not attend forum.	

Email	Sheet Metal Worker Local 104	-Did not attend forum.	
Email	The Pines Resort	-Did not attend forum.	
Email	UFW	-Did not attend forum.	
Email	UFCW8	-Did not attend forum.	
Email	Union Bank	-Did not attend forum.	
Email	Vail Insurance Services LLC	-Attended forums.	Engaged in planning process.
Email	Valley Children’s Hospital	-Attended forums.	Engaged in planning process.
Email	Valley West Christian Center	-Did not attend forum.	
Email	Vision Academy of the Art	-Did not attend forum.	
Email	Visit Yosemite Madera County	-Attended forums.	Engaged in planning process.
Email	Yosemite USD	-Did not attend forum.	

**Madera Workforce Plan Forum – Improving Workforce System Services**

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary Attendance</b>	<b>of</b>	<b>Comments</b>
Email	Bass Lake Chamber	-Did not attend forum.		
Email	Board of Supervisors	-Did not attend forum. -Attended WDB meetings.		Engaged in planning process.
Email	Camarena Health	-Attended forums.		Engaged in planning process.
Email	Community Action Partnership of Madera County	-Attended forums.		Engaged in planning process.
Email	Community Correctional Program	-Attended forums.		Engaged in planning process.
Email	Chawanakee USD	-Did not attend forum.		
Email	Chowchilla City Chamber	-Did not attend forum.		
Email	Chowchilla City Council	-Did not attend forum.		
Email	CIMC	-Attended forums. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.
Email	Coarsegold Chamber	-Did not attend forum.		
Email	CVIIC	-Did not attend forum.		
Email	Central Valley Opportunity Center	-Did not attend forum. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.
Email	California Workforce Association	-Attended forums. -Participated in 1-to-1 discussions with WDB		Engaged in planning process.
Email	Department of Rehabilitation	-Did not attend forum. -Participated in 1-to-1 discussions with WDB.		Engaged in planning process.

Email	Department of Social Service	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	DSS Child Support	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	EDC	-Did not attend forum.	
Email	Employment Development Department	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Education and Leadership Foundation	-Did not attend forum.	
Email	Fourth Street Church of God	-Did not attend forum.	
Email	Fresno City College	-Did not attend forum.	
Email	Golden Valley Chamber	-Did not attend forum.	
Email	Golden Valley USD	-Did not attend forum.	
Email	GVUSD	-Did not attend forum.	
Email	International Brotherhood of Elect Workers #100	-Did not attend forum.	
Email	Job Corps	-Attended forums.	Engaged in planning process.
Email	Laura's Nuts	-Did not attend forum.	
Email	Madera City	-Did not attend forum.	
Email	Madera County	-Attended forums.	Engaged in planning process.
Email	Madera District Chamber of Commerce	-Did not attend forum.	
Email	Madera Housing Authority	-Attended forums.	Engaged in planning process.
Email	Madera Adult School	-Did not attend forum.	
Email	Madera Community College	-Did not attend forum. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera County Superintendent of Schools	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera County Workforce Investment Corporation	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	Madera Unified School District	-Did not attend forum.	
Email	MUSD Linkage Foundation	-Did not attend forum.	
Email	North Fork Chamber	-Did not attend forum.	
Email	Oakhurst Community College	-Did not attend forum.	
Email	OSO	-Did not attend forum.	
Email	Pacific Ethanol Inc.	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.

Email	PGE	-Did not attend forum.	
Email	Reading and Beyond	-Did not attend forum.	
Email	Salter's Distributing, Inc.	-Did not attend forum.	
Email	State Center Adult Ed. Consortium	-Attended forums. -Participated in 1-to-1 discussions with WDB	Engaged in planning process.
Email	SER	-Did not attend forum.	
Email	Sheet Metal Worker Local 104	-Did not attend forum.	
Email	The Pines Resort	-Did not attend forum.	
Email	UFW	-Did not attend forum.	
Email	UFCW8	-Did not attend forum.	
Email	Union Bank	-Did not attend forum.	
Email	Vail Insurance Services LLC	-Did not attend forum.	
Email	Valley Children's Hospital	-Attended forums.	Engaged in planning process.
Email	Valley West Christian Center	-Did not attend forum.	
Email	Vision Academy of the Art	-Did not attend forum.	
Email	Visit Yosemite	-Attended forums.	Engaged in planning process.
Email	Yosemite USD	-Did not attend forum.	

Attachment 2

<b>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN</b>
---

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

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

<b>SIGNATURE PAGE</b>
-----------------------

The following signatures represent approval of the Local Plan by the Workforce Development Board of Madera County and the Chairman of the Board of Supervisors of Madera County as Chief Elected Official of the Madera Local Workforce Area

For the **Workforce Development Board**:

Brett Frazier, Chair	Date

For the **Board of Supervisors of Madera County**

Robert Poythress, Chairman	Date

### Noncompetitive Procurement/Sole Source Justification

Uniform Guidance section 200.320 (c) Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

- (1) The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (see paragraph (a)(1) of this section);
- (2) The item is available only from a single source;
- (3) The public exigency or emergency for the requirement will not permit a delay resulting from publicizing a competitive solicitation;
- (4) The Federal awarding agency or pass-through entity expressly authorizes a noncompetitive procurement in response to a written request from the non-Federal entity; or
- (5) After solicitation of a number of sources, competition is determined inadequate.

Services or Supplies that are required: Subregional One-Stop Operator: Madera County, Merced County, San Joaquin County, Stanislaus County, and Kings County

Justification being used (if emergency exists, a description of problem):

Request for proposal was released, however, only one entity submitted a proposal. Also, the current operator did not submit a proposal and does not wish to renew. Therefore, due to the fact that there is not enough time to submit for proposals a second time and have them completed by 6.30.21, single source justification is being used.

Description of the proposed supplier's or service provider's unique or special capacity to fill the requirement:

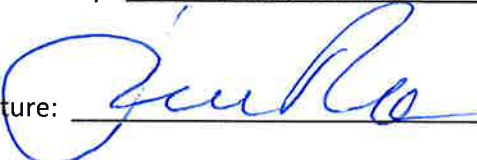
Proposed contractor is currently listed on the CWA Training Initiative listing and is already familiar with some of the aspects around WIOA and the WDB's. Their current qualifications and skills in training and consulting will assist them in engaging with the multiple partners within the AJCC and help to strengthen the goals and objectives outlined in the RFP, as well as working in multiple counties as each regional WDB's OSO.

Description of the actions that were taken to obtain more than one quote or offer:

RFP notice was placed on public facing WDB Website (Madera & Kings County) as well as outside the Madera AJCC notification board.

#### Section B

Completed By: Jessica Roche, Controller

Signature:  Date: 4/7/21

**ATTACHMENT A**

**SIGNATURE PAGE**

(BIDDER TO COMPLETE AND PLACE IN FRONT OF PROPOSAL)

INDIVIDUAL/COMPANY Beaudette Consulting Inc.

ADDRESS 1203 14th Street Modesto CA 95354  
(P.O. Box/Street) (City) (State) (Zip)

CONTACT PERSON: Gary Beaudette

TITLE: CEO

TELEPHONE NO. (209) 968-7446 FAX NO. \_\_\_\_\_

E-MAIL ADDRESS Gary@bcilean.com

The undersigned hereby certifies that he/she is a duly authorized official of their organization and has the authority to sign on behalf of the organization and assures that all statements made in the proposal are true, agrees to furnish the item(s) and/or service(s) stipulated in this Request for Proposal at the price stated herein, and will comply with all terms and conditions set forth, unless otherwise stipulated.

"I certify that I have read the Sample Agreement (Exhibit 1) pursuant to the submittal of a Request For Proposal (RFP) and will comply with said Sample Agreement, unless otherwise noted by exception herein, as of the date and time of close of this RFP".

Gary Beaudette CEO  
Authorized Representative - Name Title

Gary 2/16/2021  
Signature (in blue ink) Date

Professional License No.: \_\_\_\_\_

Taxpayer Identification No.: \_\_\_\_\_

## 4.2.4 Cover Letter

### Response to RFP: San Joaquin Valley Sub-Region's One-Stop Operator



Dear Tracie Scott-Contreras, Executive Director and the Workforce Development Board, regarding your request for proposal for One-Stop Operator, Beaudette Consulting Inc, is thrilled about the opportunity to meet and exceed your needs and desired outcomes. Having worked with multiple businesses, workforce boards, and education throughout California, BCI has the experience, project management, and continuous improvement skills and experience to help link diverse talent to businesses. BCI is proudly on the official California Workforce Association's California Training Initiative list for both training and consulting services. We believe a partnership with the Workforce Development Board of Madera County will further optimize the development of strong, vibrant regional economies where businesses thrive, and people want to live and work.

We believe that our team's qualifications, reputation, and delivered results helps make BCI an organization that meets the requirements as called out in the Workforce Development Board Of Madera County Request For Proposal for One-Stop Operator. We are fully dedicated to the goals and objectives listed in the RFP and you can expect us to exceed expectations and add enormous value to the various counties we intend to support as a One-Stop Operator.

On behalf of Beaudette Consulting, Inc., thank you for giving us the opportunity to respond to this RFP and we look forward to your decision.

Sincerely,



Gary Beaudette

Company Name: **Beaudette Consulting, Inc.**

Company Address: **1203 14<sup>th</sup> St. Modesto, CA 95354**

Web Site: **www.bcielan.com** Telephone: **(209) 968-7446** or **(209) 338-7158**

Fax: **(209) 869-1462** E-mail: **Gary@bcielean.com**

Primary Contact Person: **Gary Beaudette** Alternate Contact Person: **Monica Beaudette**

## 4.2.5. Table of Contents

- 4.2.1 **Signature Page:** page 0
- 4.2.4 **Cover Letter:** page 1
- 4.2.5 **Table of Contents:** page 2
- 4.2.6 **Executive Summary:** page 3
- 4.2.8 **Approach:** page 6
- 4.2.9 **Bidder's Qualifications:** page 11
- 4.2.10 **Cost Proposal:** page 17
- 4.2.11 **Financial Statement:** (separate sealed envelope)
- 4.2.12 **Optional Exhibits and Attachments:** page 19

## 4.2.6 Executive Summary

### Beaudette Consulting Inc.

Beaudette Consulting provides business consulting, professional development training, and will work with government agencies to complete projects that are intended to help the underserved and to benefit the overall economy in California. Beaudette Consulting Inc. is a driver of workforce systems that support strong regional economies and play an active role in community and workforce development.



**Client Base:** We provide excellent customer service with a focus on continuous improvement, project management, and a customer first approach that focuses on the needs of organizations and their stakeholders. We serve organizations across both the private and public sectors. Some of our clients/partners include:

#### Some of Our Public Agency Partners

Stanislaus County Workforce Development (Rapid Response)

California Community Colleges (Makerspace Consulting)

California Manufacturing Technical Consulting (Lean Consulting)

VOLT Institute (Executive Board Member, Project Manager)

Stanislaus County Office of Education (Training and Development)

#### Some of Our Industry Clients

E.&J. Gallo Winery (Compliance, Training & Development)

O'Neill Vintners and Distillers (Professional Development)

Trinchero Family Estates (Professional Development, Project Management)

Land O Lakes, Kozy Shack (Continuous Improvement Implementation)

Blue Diamond Growers (Continuous Improvement Implementation)

**Qualifications and Areas of Expertise:** BCI is comprised of a professional and experienced team who collectively specialize in:

1. Data Analysis and Compliance Audits and Reporting
2. Assessment of Compliance and Gap Analysis
3. Project Management
4. Implementing, monitoring, and controlling policies, procedures, and processes.
5. Continuous Quality Improvement (CQI)

6. Leading Organizational Change
7. Alignment of Workforce Development, Education & Economic Development
8. Sector Strategy Development
9. Creating and presenting comprehensive reports
10. Creating Career Pathway Infrastructures and Programs

**BCI's Core Values:** Integrity, Honesty, Trust, Accountability, Commitment to Clients, Passion, Fun, Continuous Learning, Innovation, Quality, Communication Flow, Diversity, and Teamwork.

**Our Staff:** BCI is a growing team of professionals who collaboratively work with all levels of the client organizations to deliver results that help our clients grow. We pride ourselves on being a world-class reputable organization with integrity who is well known for delivering results and making a difference in the community. We believe in creating long-lasting, continuous value and growth if we invest deeply in our people and our clients.

**Why we should be awarded the RFP:** When BCI takes on a project, we put 100% into it. We very much pride ourselves on our word-of-mouth reputation that we have earned by going above and beyond on every single project we take on. We aren't happy with doing the bare minimum, if we don't "wow" our clients, then we haven't succeeded. BCI should be awarded this RFP, because we will make your job easier. You won't have to worry about us doing a good job or meeting any deadlines. Everything will be completed on time, and in a manner that will exceed expectations of all stakeholders.

**Our approach** to coordinating the service delivery of required one-stop partners and service providers and ensuring the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding is to use our project management, continuous improvement, and world-class communication skills to deliver value to all stakeholders of this RFP. Please see the following page to see a snapshot on how our approach aligns to the Five Mandatory Duties of the one-stop operator called out in the RFP:

#	MANDATORY DUTIES	APPROACH
1.	Provide quarterly reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners;	We will develop and submit a quarterly report to all required parties. We would also make the report accessible in real time, so that information and communication flows. We will determine and report any deviation from the standards of compliance, help identify the cause of the deviation, as well as provide possible improvement solutions.
2.	Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting, and be available to respond to inquiries.	We will provide an end of the year comprehensive report that follows the Six Sigma method DMAIC. We will <b>Define</b> the deviations of compliance we discovered. We will report key <b>Measurements</b> and metrics, we will provide our <b>Analysis</b> of the process and likely root-causes of the deviation, we will report <b>Improvement</b> suggestions, and finally we will report on ways to <b>Control</b> / validate that compliance has been met.
3.	Participate in the coordination of partner meetings at least once a quarter, and attend said meetings. Attendance and participation may be through any suitable modality, including: WebEx, telephonic conference calls, in person or through some other readily available/adequate conferencing medium.	We will coordinate the service delivery of required one-stop partners and service providers including help coordinate partner meetings once a quarter. We will use the 4P Meeting model: 1. Specific the purpose of the meeting, 2. Invite the right people, 3. Carefully plan the meeting content and format and 4. Effectively manage the meeting's process so that it adds value for those participating.
4.	Implementing policies established by the Local Workforce Development Board.	When implementing Policies we will first use the ADKAR Change Management Model. We will build <b>Awareness</b> of the policies, then communicate the benefits and purpose of the policies to build <b>Desire</b> . Next we would ensure the parties who are implementing the policies have the <b>knowledge</b> and <b>action</b> plan to implement the policies successfully. Finally we will reinforce the policies through proactive coaching, and providing feedback, and possible one-on-one meetings to help ensure successful implementation.
5.	Complete all other duties that may be necessary to fulfill the requirements as a one-stop operator.	We will ensure the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding in Phase I and Phase II. We will provide all partners are aware and understand their MOU, and understand any deviations or gaps that we have identified.

#### 4.2.8. Approach:

Below is a more detailed approach to how Beaudette Consulting intends to approach the work with SJV Sub-RPU counties to coordinate the service delivery of required one-stop partners and service providers and ensuring the implementation of partner responsibilities and contributions agreed upon in the Memorandums of Understanding Phase I and Phase II. The approach we will take to meet the requirements of this proposal and perform the requirements will be based around our background as a Project Management Professional and Lean Continuous Improvement Six Sigma Master Blackbelt. We will use the DMAIC (Define, Measure, Analyze, Improve, Control) Six Sigma Approach to the project:

1. Provide quarterly reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners.

**Define** Measure Analyze Improve Control

- BCI will review and understand the current Memorandums of Understanding between one-stop partners and service providers
- BCI will review and become familiar with the agreed upon service deliverables, responsibilities, and contributions agreed upon in the Memorandums of Understanding.
- BCI will review and become familiar with all relevant Local Workforce Development Board policies to be implemented.
- Then BCI will conduct an assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners.

Define **Measure** Analyze Improve Control

- During the Assessment, BCI will Identify all deviations from the agreed upon requirements, compliance gaps, or policies listed in the Memorandums of Understanding.

Define Measure **Analyze** Improve Control

- BCI will then start to analyze the problem by using a Cause and Affect Diagram, and possibly conduct a 5-Why analysis to determine the root-cause as to why the deviation / issue occurred, so that we can help prevent it from happening again.

Define Measure Analyze **Improve** Control

- BCI will then develop possible solutions and contact stakeholders with the suggestions. BCI will also put the improvement suggestions along with the Return on Investment into the quarterly and yearly reports.

Define Measure Analyze Improve **Control**

- BCI will provide possible solutions that will help prevent the same problems / deviations from occurring again in the future (such as how to avoid falling out of compliance in the future).
  - BCI will put together a Quarterly report of their findings and put the report in a shared location so that it is visible to those who need to see the report.
  - BCI will present the report and answer any questions that may come from service providers and one-stop partners.
    - i. Estimated 200 Hours of Time
2. Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting and be available to respond to inquiries.
- BCI will put together an end of the year comprehensive report that will show the status of deviation / issues that have been identified, how many are in compliance, how many are out of compliance, and what the plan is for getting back into compliance.
  - BCI will create a report that is metric based, easy to understand, concise yet detailed, and will use graphics, charts, and data when needed.
    - i. Estimated 100 Hours of Time
3. Participate in the coordination of partner meetings at least once a quarter, and attend said meetings. Attendance and participation may be through any suitable modality, including WebEx, telephonic conference calls, in person or through some other readily available/adequate conferencing medium.
- Gary Beaudette of BCI, will use his years of experience and project management background to help participate in the coordination of partner meetings.
  - BCI will help create an agenda, schedule the meeting, facilitate the meeting, take notes at the meetings, create action items, and send the meeting notes out after the meeting.
    - i. Estimated 100 hours of time.
4. Implementing policies established by the Local Workforce Development Board.
- BCI will use Change Management (ADKAR) and Continuous Improvement frameworks (Plan Do Check Act) and (DMAIC) to help implement policies smoothly.
  - Define the policies requirements and standards
  - Measure: Identify key internal processes that influence policy compliance and deviation. Measure compliance success and quality.
  - Analyze: Determine the most likely causes of deviated / not following policies.

- Improve: Remove any root-causes or barriers to success.
  - Control: Determine how to main the policies by creating systems of accountability.
    - i. Estimated 200 Hours of Time
5. Complete all other duties that may be necessary to fulfill the requirements as a one-stop operator. BCI would be more than happy to help fulfill any of the requirements needed, such as:
- Managing daily operations in coordination with WIOA fiscal agent for the lease, utilities, and other activities to support the center.
  - Managing partner responsibilities defined in the Memorandum of Understanding (MOU) among partners
  - Managing hours of operation
  - Managing services for individuals and businesses
  - Ensure that basic services such are available (orientations, labor market information, resource room)
  - Implementing of Local Workforce Development Board Policy
  - Adhering to all federal and state regulations and policies
  - Reporting to Local Workforce Development Board on operations, performance and continuous improvement recommendations

**Special and Unique Qualifications:**

- Project Management Professional
- Lean Six Sigma Master Blackbelt
- Compliance Experience: ISO 9001, ISO 14001, Quality Management Systems

**Project Timeline:**

Mandatory Duties to Complete 2021		Q1			Q2			Q3			Q4		
		1	2	3	1	2	3	1	2	3	1	2	3
1	Conduct Gap Analysis: concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners.			X		X			X				X
2	Provide Quarterly Reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understand between service providers and one-stop partners.			X			X			X			X
3	Participate in the coordination of partner meetings at least once a quarter, and attend said meetings.			X	X			X				X	
4	Implement Policies established by the Local Workforce Development Board.			X	X	X	X	X	X	X	X	X	X
5	Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting.												X
6	Complete all other duties that may be necessary to fulfill the requirements and maintain compliance as a one-stop operator.			X	X	X	X	X	X	X	X	X	X

Mandatory Duties to Complete 2022		Q1			Q2			Q3			Q4		
		1	2	3	1	2	3	1	2	3	1	2	3
1	Conduct Gap Analysis: concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners.		X			X			X			X	
2	Provide Quarterly Reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understand between service providers and one-stop partners.			X		X			X				X
3	Participate in the coordination of partner meetings at least once a quarter, and attend said meetings.	X			X			X			X		
4	Implement Policies established by the Local Workforce Development Board.	X	X	X	X	X	X	X	X	X	X	X	X
5	Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting.												X
6	Complete all other duties that may be necessary to fulfill the requirements and maintain compliance as a one-stop operator.	X	X	X	X	X	X	X	X	X	X	X	X

### Agreement of Compliance

Beaudette Consulting Inc. promises to abide by all applicable local, Federal and State laws and regulations, including, but not limited to:

- The provisions of the Workforce Innovation and Opportunity Act (WIOA) and all legislation, regulations, directives, policies, procedures and amendments issued pursuant thereto;
- All State legislation and regulations to the extent permitted by federal law and all policies, directives and/or procedures, which implement the WIOA;
- The Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to ADA (42 U.S.C. 120101 et seq.);
- Executive Order 12549 (Debarment and Suspension), 29 CFR Section 98.50, and 2 CFR Section 200.213 concerning disbarment and suspension;
- 2 CFR Section 200.450 and in 29 CFR Part 93 concerning lobbying restrictions;

- Title VI of the Civil Rights Act of 1964, and the Rules and Regulations promulgated there under and the provisions of WIOA, Section 188; and,
- All other applicable rules and regulations governing the one-stop operator.

#### **4.2.9. Bidder Qualifications**

Beaudette Consulting Inc. has the qualifications, experience, and capability to perform the requirements of this RFP.

We pride our company with providing world-class service, skill, and diligence, in accordance with the applicable professional standards, and shall be responsible for the professional quality, technical accuracy, completeness, and coordination of all reports, data, documents, information, specifications, and/or other items and services furnished under this Agreement.

##### **a) History**

Beaudette Consulting provides business consulting, professional development training, and also will work with government agencies to complete projects that are intended to help the underserved and to benefit the overall economy in California.

Beaudette Consulting Incorporated is an S corporation in Modesto California. We are celebrating our 7<sup>th</sup> year of existence and our 7<sup>th</sup> year of profitable growth. Beaudette Consulting Inc. was formed in January of 2014. We do not have any judgment, litigations, licensing violations, or other violations, outstanding or resolved, against our company in the past five (5) years, or ever.

##### **b) Background and Experience**

Beaudette Consulting was crucial in the creation of VOLT institute, where BCI coordinated multiple top for-profit businesses, with non-profit businesses, education, and government, to come together and create a training facility that helped close the skills gap and meet the demand of industry needs.

- Provide quarterly reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners.
  - BCI has worked on projects that required grant writing, memorandums of understanding with their work with Valley Occupational Learning and Technology (VOLT) in Stanislaus County.
  - BCI conducts assessments of product, process, and safety compliance, assessments for some of the largest organization in SJV: Including E.&J. Gallo Winery, Blue Diamond Growers, and Stanislaus County Office of Education.
  - Gary Beaudette, the CEO of BCI is a Project Management Professional and teaches classes on how to implement industry standard project management skills throughout the SJV.
- Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting, and be available to respond to inquiries.

- BCI, Gary Beaudette, has attended various Workforce Development Board Meetings and has conducted Strategic Planning Meetings between government and industry in the past.
- Participate in the coordination of partner meetings at least once a quarter, and attend said meetings. Attendance and participation may be through any suitable modality, including: WebEx, telephonic conference calls, in person or through some other readily available/adequate conferencing medium.
  - Gary Beaudette coordinates various large meetings (sometimes with over 100 participants such as he did with Stanislaus County Office of Education to train their work staff)
- Implementing policies established by the Local Workforce Development Board.
  - Gary Beaudette is a lean management system consultant and is hired by companies to implement Lean principles and helps them develop procedures and policies that support Lean Management Systems.
- Complete all other duties that may be necessary to fulfill the requirements as a one-stop operator.
  - Gary Beaudette will be prepared to help with any other necessary requirements using his Lean and Project Management efficient workflow processes.

## **Experience with WIOA and Workforce Development**

### **1. California Workforce Association's California Training Initiative 2020 - Current**

**Purpose of Project:** The primary objective is to develop a stronger, more strategically aligned and easily accessible, fully- procured list of trainers for capacity building and technical assistance for California's workforce development system.

**Beaudette Consulting Inc's Role:** BCI is an approved vendor and partner for Training and Consulting in order to expand capacity building to the workforce development system in California.

### **2. Rapid Response / WIOA for dislocated workers 2018 - Current**

**Purpose of Project:** Rapid Response is a proactive, business-focused program with immediate on-site services designed to assist workers facing potential layoffs, closures or job losses. Rapid Response services are tailored to each company based on the needs of the affected employees.

**Beaudette Consulting Inc's Role:** BCI is an approved team member by the way of consulting and training companies to help them avoid potential layoffs or closures.

### **3. Certified Production Technician Program 2019**

#### **Partnership Between:**

- Opportunity Stanislaus: Tyler Richardson
- Fresno Regional Workforce Development Board: Blake Konczal and John Lorange, Sr.
- Beaudette Consulting Inc: Gary Beaudette

**Purpose of Project:** To train the underserved population in marketable jobs training, and certifying them in an industry recognized program and skill.

**Beaudette Consulting Inc’s Role:** Gary Beaudette of BCI, became certified to train 10 students in workplace safety, quality practices & measurement, manufacturing processes & production, and Maintenance awareness.

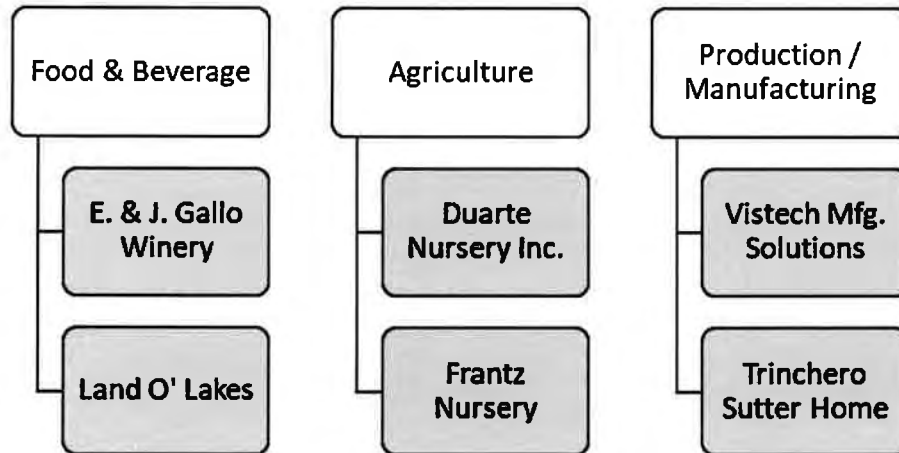
**About CPT:** “The MSSC System awards “Certified Production Technician AE (CPTAE)” certificates to individuals who pass any or all of its five Production modules: Safety; Quality Practices & Measurement; Manufacturing Processes & Production, Maintenance Awareness and Green Production. Applicable to all sectors of manufacturing, the MSSC’s “20/20 Vision” to assess at least 20 percent of the front-line production and material handling workforces within 20 years—a strategy for providing industry with a future pipeline of skilled workers. The Manufacturing Skill Standards Council (MSSC) is an industry-led training, assessment and certification system focused on the industry-wide core skills and knowledge needed by the nation’s production workers. The nationwide MSSC System, based upon federally endorsed standards, offers both entry-level and incumbent workers the opportunity to demonstrate that they have mastered the skills increasingly needed in the high-growth, technology-intensive jobs of the 21st century.”

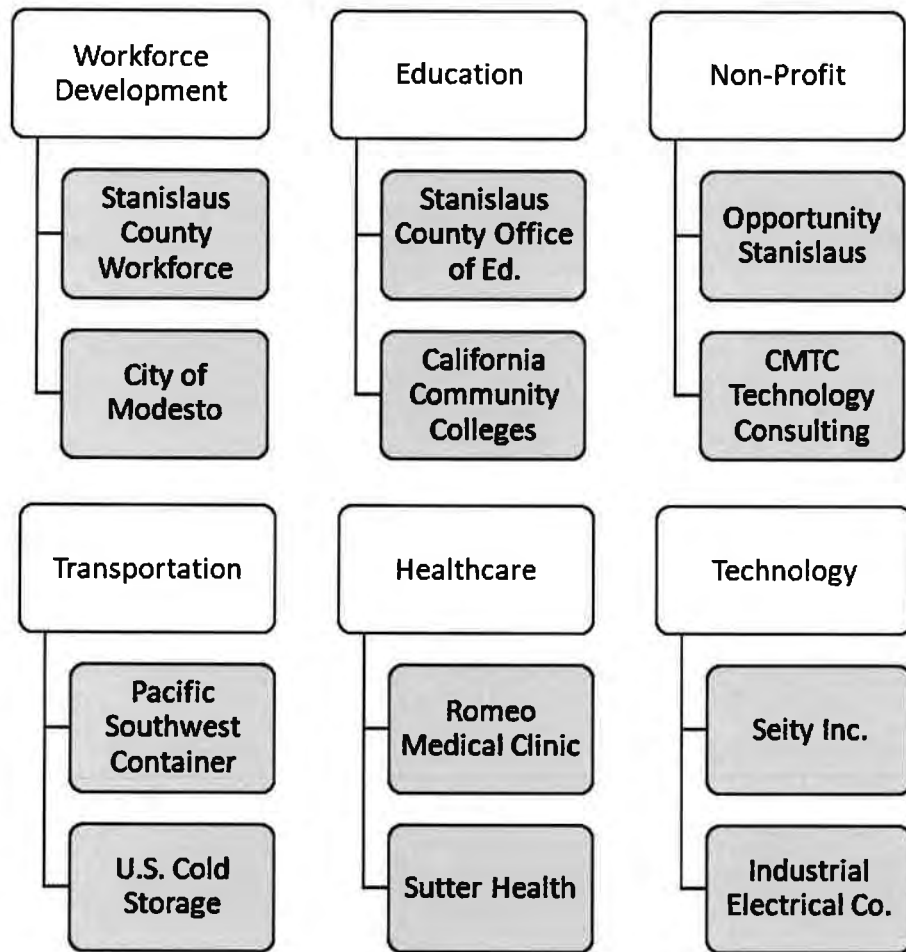
**Experience with San Joaquin Valley Sub Region**

When analyzing all five counties in this RFP, BCI has provided services for organizations in four of the counties (San Joaquin County, Madera County, Merced County, and Stanislaus County, and has extensive experience with the sectors in the fifth county, (Kings County) despite not working directly with any of the organizations located directly in Kings County.

**Prior Experience with the Counties/Regions Major Sectors**

Beaudette Consulting Inc. has experience and clients in the largest sectors of the San Joaquin Valley Region (and Five Sub-Regions)





### c) References

#### 1. Client Name: E.&J. Gallo Winery

- **Service Provided:** Safety and Compliance Assessment and Audit Preparation and Standard Operating Procedure Creation
- **Contact:** Richard Coffey, Sr. Director of Training HR, 209-341-5757
- **Dollar amount of agreement:** \$40,000
- **Dates services were completed:** 2020 to Present

#### 2. Client Name: Blue Diamond Growers

- **Service Provided:** Implementing 5s Workplace Organization and Auditing, Assessing Compliance.
- **Contact:** Juanita Nungaray, Continuous Improvement Manger, 916-533-1201
- **Dollar amount of agreement:** \$9,000
- **Dates services were completed:** 2020 to Present

**3. Client Name: Opportunity Stanislaus/VOLT Institute**

- **Service Provided:** VOLT Institute Executive Board, Curriculum Development,
- **Contact:** Tyler Richardson, Superintendent, 209-652-3131
- **Dollar amount of agreement:** \$60,000
- **Dates of Services:** 2018 to Present

**4. Client Name: Stanislaus County Office of Education**

- **Service Provided:** Program Integration Seity Health Implementation
- **Contact:** Scott Kuykendall, Superintendent, 209-238-1711
- **Dollar amount of agreement:** \$90,000
- **Dates of Services:** March 2020 to December 2020

**5. Client Name: Duarte Nursery Inc.**

- **Service Provided:** Continuous Improvement Implementation
- **Contact:** Jeff Duarte, Owner, 209-988-3839
- **Dollar amount of agreement:** \$120,000
- **Dates services were completed:** 2019 to 2020

## **d) Staff Assignment**

To ensure that services are always met in a timely manner, Gary Beaudette will cross-train Monica Beaudette as his back-up. This will also help in a time crunch where we need multiple assets working on a large project.

### **1. Gary Beaudette MBA, Project Lead**

**Function:** CEO, Program Director

**Location:** 1203 14<sup>th</sup> Street Modesto California, 95355

**Dedicated Time:** 12 to 36 hours per week, depending on the demands and needs.

**Percentage of Time:** 25% to 75% of his 48-hour work weeks

**Experience and Qualifications:** Gary Beaudette has over 15 years of experience working for Parker Hannifin, (a fortune 100 company) in Operation Management, Lean Manufacturing, and Human Resources. After receiving his Six Sigma Master Black Belt, Gary was sent by Parker Hannifin across the United States to consult and implement operational excellence and profitability strategies at various Parker Hannifin locations. After years of travelling and benchmarking best practices, Gary decided to start his own business that would keep his focus in California. Beaudette Consulting Inc. serves small businesses as well as some of the largest companies in the world. Gary and his firm have worked with various industries over the last 7 years including: Manufacturing, Agriculture, Food and Beverage, Construction, Government, Education, Distribution, and Healthcare. In addition to working with large companies Gary has a track record of delivering results to small and medium companies as well. His most notable accomplishment is saving a medium sized Agriculture Business 2 Million Dollars annually for the last five years by implementing Lean Manufacturing principles and training to their employees. Gary and his team have multiple examples of success and they say their key to success is their ability to listen and empathize with their client's needs and implement world-class solutions.

- Length of employment: BCI was founded 7 years ago
- Specializations:
  - Leading Organizational Change
  - Operational Excellence Consulting and Training
  - Professional Development Industry Training
  - Lean Consulting
  - Makerspace Development
  - Curriculum Development Consulting
  - College Professor (Brandman University)
  - Continuous Quality Improvement (CQI)
  - Leading Organizational Change
  - Workforce Development Board Member Trainings
  - Alignment of Workforce Development, Education & Economic Development
  - Sector Strategy Development
- **Education: Scholastic Honors and Professional Affiliations:**
  - MBA from Chapman University
  - Lean Six Sigma Master Black Belt
  - Project Management Professional
  - California Community College Associations for Occupational Education Key Note Speaker 2020
  - Modesto's Valley Occupational Learning and Technology Board Member
- Percent of Time Dedicated to the Project

Please see Section 4.2.12 Optional Exhibits and Attachments for Gary Beaudette's Resume



**2. Monica Beaudette, Project Support**

**Function:** Owner, Office Manager, Technical Writer, Accounting, Human-Resources

**Location:** 1203 14<sup>th</sup> Street Modesto California, 95355

**Dedicated Time:** 8-16 Hours per week, and as needed.

**Percentage of Time:** 25%

Please see Section 4.2.12 Optional Exhibits and Attachments for Monica Beaudette's Resume

#### **4.2.10 Cost Proposal**

BCI shall invoice according to an invoice schedule. The invoices will be submitted after projects have been completed to the Workforce Boards of the San Joaquin Valley Sub-Regions satisfaction. BCI shall submit an invoice within 30 calendar days of each invoice period, detailing the services it has provided and the amount owed under this Agreement. In addition to the invoice submitted by BCI for payment, BCI will complete and submit to the Sub-RPU Entities, Form W-9, "A Request for Taxpayer Identification Number and Certification", located at ([www.irs.gov/pub/irs-pdf/fw9.pdf](http://www.irs.gov/pub/irs-pdf/fw9.pdf)). Both the invoice and W-9 form will be forwarded to the appropriate point of contact, not later than thirty (30) calendar days after completion and acceptance by the separate Sub-RPU Entities of all tasks identified on the invoice.

#	Service Description	Estimated Hours	Cost Per Hour	Total
1.	Provide quarterly reports to all parties in the SJV Sub-RPU concerning the assessment of compliance with the separate memorandums of understanding between service providers and one-stop partners;	200	\$100.00	\$20,000.00
2.	Provide an end of the year comprehensive report to all parties in the SJV Sub-RPU and present the one-stop operator's findings to each workforce development board during a public meeting, and be available to respond to inquiries.	100	\$100.00	\$10,000.00
3.	Participate in the coordination of partner meetings at least once a quarter, and attend said meetings. Attendance and participation may be through any suitable modality, including: WebEx, telephonic conference calls, in person or through some other readily available/adequate conferencing medium.	100	\$100.00	\$10,000.00
4.	Implementing policies established by the Local Workforce Development Board.	200	\$100.00	\$20,000.00
5.	Complete all other duties that may be necessary to fulfill the requirements as a one-stop operator.	100	\$100.00	\$10,000.00
<b>Total Contract Cost:</b>				<b>\$70,000.00</b>

***Should Additional Services be Requested***

<b>Additional Cost:</b>	<b>Cost</b>	<b>Unit</b>
Hourly Rate of the One-Stop Operator:	\$100.00	per hour
Travel Cost: Mileage	\$0.60	per mile
Travel Cost: Overnight Costs	\$500.00	per night

# Gary C. Beaudette, MBA

5420 Silvervale Ct, Riverbank, CA 95367

## Contact

Tel : 209-968-7446

e-mail : gary@bcilean.com

## Objective

To use my knowledge and experience to grow businesses and develop workforce to strengthen California's Economy. My objective is to give incumbent workers and students the job skills they need to advance their careers; as well as work with business owners and executives on how to implement profitable business strategies.

## Key Skills

- ✓ 10+ years of Lean Manufacturing Teaching and Implementation
- ✓ 6+ years of Human Resources
- ✓ Director of High-Performance Teams Training and Implementation
- ✓ Six Sigma Master Black Belt and Project Management Professional
- ✓ OSHA, ISO 14001 90001, QMS, APICS, SHRM-SCP Compliance Experience

## Education

<b>2011 to 2013</b>	<b>Master of Business Administration</b> Chapman University, Modesto, CA (WASC Accredited)
<b>2009 to 2011</b>	<b>Bachelor of Arts, Organizational Leadership</b> Chapman University, Modesto, CA

## Work Experience

**Beaudette Consulting Inc., Riverbank, CA** **Full-time**  
**Owner, CEO, Lean and training Implementation** **November 2014 to Present**

- ✓ Reduced labor and material cost for clients by 3.1 million in 2019.
- ✓ Taught and coach the application of Six Sigma / scientific method / 8-step problem solving.
- ✓ Improved first time through quality for clients by 20% in one calendar year.
- ✓ Eliminated wastes through leading various Kaizen events and value stream mapping sessions.
- ✓ Reduced safety incidents through implementing 5s programs
- ✓ Provided leadership and coaching for Lean implementation, culture and tools
- ✓ Implemented daily lean management key performance indicators boards and lead cross functional Lean Performance Teams to achieve desired results.
- ✓ Reduced lead times through leveling, just-in-time, kanban, and one-piece flow, and SMED.

**Parker Hannifin, Racor, Modesto, CA** **Full-time job**  
**Director of Lean High-Performance Teams** **September to March 2012-2015**

- ✓ Saved over 2 million dollars for the division in 2014 through High Performance Teams.
- ✓ Director of Lean Performance Teams in 2013 I began to volunteer my time in our Supply Chain/Logistics department
- ✓ Helped design and develop HPT program Corporations wide (80k employees)
- ✓ Conducted audits and provided HPT coaching throughout the U.S.

**Parker Hannifin, Racor, Modesto, CA** **Full-time Job**  
**Human Resources, Division Trainer** **January to October, 2006-2012**

- ✓ Head of High Performance Teams Steering Committee training and results for entire division.
- ✓ Lead Policy Deployment (Hoshin Kanri) campaign
- ✓ ISO, OSHA, compliance certified
- ✓ In 2012 I was promoted to Lean Division Trainer. (800 employees).

## Activities and Interests

I am not traveling with my family I am volunteering for non-profits such as APICS, JobRedi, WELL, Opportunity Stanislaus, and more. **Fun Facts:** In 2016 Ritsuo Shingo (Former President of Toyota) visited one of my clients and I was able to work with him for two days (and have dinner). I have been a guest on the famous Gemba Academy Podcast.

# Monica M. Beaudette

5420 Silvervale Ct. Riverbank, CA. 95367

## Contact

Tel : 209-338-7158

e-mail:monica@bcilean.com

## Objective

To utilize my skills and professional experience to contribute to the continuous growth of BCI.

## Key Skills

- ✓ Accounting for small business, QuickBooks
- ✓ Excellent communication, verbal and written
- ✓ Excellent multi-tasking skills and have the ability to perform tasks under pressure
- ✓ Proficient Microsoft Office, Word, Power Point, & Excel
- ✓ Bilingual; English and Spanish
- ✓ Lean business philosophy facilitator

## Work Experience

### Beaudette Consulting Inc., Modesto, CA

Full-time

#### Office Manager

May 2016 to Present

- ✓ Accounting, QuickBooks
- ✓ Coordinate client contracts
- ✓ Implement Lean business philosophy 5S, Standardized Work
- ✓ Prepare training documents
- ✓ Marketing
- ✓ Document writing

### City of Ripon., Ripon, CA

Full-time

#### Communications Training Officer

March 2004 to April 2017

- ✓ Create training program for on-boarding
- ✓ Train new employees on the job & monitor their progress during probationary period
- ✓ Answer emergency and non-emergency calls for service
- ✓ Dispatch patrol units for emergency and non-emergency assistance
- ✓ Track data for citations issued and forward to court clerk for processing
- ✓ Maintain database of police records
- ✓ Process requests for public records release
- ✓ Process requests for towed vehicle release
- ✓ Livescan fingerprint operator

## Education

Patterson High School, Patterson CA.

References available upon request.





**Proposal Rating Form**  
**Procurement for Sub-regional One-Stop Operator**  
**February 2021**

CRITERIA		POINTS
1.	Financial Viability (Controller financial review)	PASS
2.	Required Attachments/Documents/Bonds (Completeness of required documents)	PASS
3.	Responsiveness to RFP which includes clarity, completeness and general quality of RFP, terms, and conditions.	16.6/20
4.	<p>Cost Reasonableness of Plan</p> <ul style="list-style-type: none"> <li>• This category will evaluate the cost of the proposed program, to determine if it is fair and reasonable based on other program services and/or historical data, and the degree to which expenditure of funds relates to performance outcomes.</li> <li>• Budgets will be reviewed for accuracy and completeness. Additionally, all proposals will be reviewed for costs that are reasonable, allowable, necessary, fully justified, and competitive, as measured by the review of the line item budget, budget summary, the program design, and comparison to all other proposals.</li> </ul>	33/40
5.	<p>Prior Experience as a One-Stop Operator and/or Understanding of the Project.</p> <ul style="list-style-type: none"> <li>• This category will evaluate the following: <ul style="list-style-type: none"> <li>i. The counties/regions where one-stop operator services are performed;</li> <li>ii. The extent to which the bidder currently</li> </ul> </li> </ul>	27.4/40

	<p>engages in one-stop operator related services; and/or,</p> <p>iii. Understanding of the project/technical capability and personal experience with WIOA.</p>	
6.	<p>Oral Presentation (optional)</p> <p>The top scoring bidders may be selected to conduct an oral presentation before the Evaluation Committee. This presentation may either be conducted in person, virtually or through a conference call.</p>	

**Average Score**

77

All five participating areas assigned a rater for the proposal from Beaudette Consulting. The above scores represent the averages of all scores for each rating category. The result is an overall average score of 77, indicating a desire to move into negotiations and the requisite approvals for contracting for OSO services.

Name: Tracie Scott-Contreras, Executive Director

Signature: 

Date: March 16, 2021

### Noncompetitive Procurement/Sole Source Justification

Uniform Guidance section 200.320 (c) Procurement by noncompetitive proposals. Procurement by noncompetitive proposals is procurement through solicitation of a proposal from only one source and may be used only when one or more of the following circumstances apply:

- (1) The acquisition of property or services, the aggregate dollar amount of which does not exceed the micro-purchase threshold (see paragraph (a)(1) of this section);
- (2) The item is available only from a single source;
- (3) The public exigency or emergency for the requirement will not permit a delay resulting from publicizing a competitive solicitation;
- (4) The Federal awarding agency or pass-through entity expressly authorizes a noncompetitive procurement in response to a written request from the non-Federal entity; or
- (5) After solicitation of a number of sources, competition is determined inadequate.

Services or Supplies that are required: Subregional One-Stop Operator: Madera County, Merced County, San Joaquin County, Stanislaus County, and Kings County

Justification being used (if emergency exists, a description of problem):

Request for proposal was released, however, only one entity submitted a proposal and the current operator did not submit and wishes to have their current contract term accordingly. Therefore, since only one proposal was received, single source justification is being used.

Description of the proposed supplier's or service provider's unique or special capacity to fill the requirement:

Proposed contractor is currently listed on the CWA Training Initiative listing and is already familiar with some of the aspects around WIOA and the WDB's. Their current qualifications and skills in training and consulting will assist them in engaging with the multiple partners within the AJCC and help to strengthen the goals and objectives outlined in the RFP, as well as working in multiple counties as each regional WDB's OSO.

Description of the actions that were taken to obtain more than one quote or offer:

RFP notice was placed on public facing WDB Website (Madera & Kings County) as well as outside the Madera AJCC notification board.

#### Section B

Completed By: Jessica Roche, Controller

Signature:  Date: 4/7/21



## Agenda Item 8.1

Consent

Action

Information

**To: Workforce Development Board of Madera County**

**From: Tracie Scott-Contreras, Executive Director**

**Date: April 15, 2021**

**Subject: MCWIC Update**

**Information:**

The minutes from the January 28, 2021 meeting of the Madera County Workforce Investment Corporation Board and the agenda from the March 25, 2021 meeting are attached for the Board's review.

**Financing:**

Workforce Innovation and Opportunity Act



## MINUTES

**January 28, 2021**

***Convened at Madera County Workforce Assistance Center – via Teleconference  
2037 W. Cleveland Avenue, Madera, CA 93637***

**Zoom Meeting:** <https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NjcFhFaEtndz09;>  
**Meeting ID:** 819 9920 4075; **Password:** 819 9920 4075; **Phone:** (669) 900-9128

**PRESENT:** Debi Bray, Gabriel Mejia (7.1), Mattie Mendez, Mike Farmer, Ramona Davie, Robyn Smith, Roger Leach  
**ABSENT:** Tim Riche  
**GUEST:**  
**STAFF:** Jessica Roche, Maiknue Vang, Nicki Martin, Tracie Scott-Contreras

### **1.0 Call to Order**

*Meeting called to order at 3:01 p.m. by Chair Debi Bray.*

#### **1.1 Pledge of Allegiance**

### **2.0 Additions to the Agenda**

*None.*

### **3.0 Public Comment**

*None.*

### **4.0 Introductions and Recognitions**

*None.*

### **5.0 Adoption of Board Agenda**

*Mattie Mendez moved to adopt the agenda, seconded by Robyn Smith.*

*Vote: Approved – unanimous*

*Yes: Debi Bray, Mattie Mendez, Mike Farmer, Ramona Davie, Robyn Smith, Roger Leach*

### **6.0 Consent Calendar**

#### **6.1 Consideration of approval of the December 10, 2020 Madera County Workforce Investment Corporation (MCWIC) meeting minutes.**

*Roger Leach moved to approve, seconded by Mike Farmer.*

*Vote: Approved – unanimous*

*Yes: Debi Bray, Mattie Mendez, Mike Farmer, Ramona Davie, Robyn Smith, Roger Leach*

### **7.0 Action Items**

#### **7.1 Consideration of approval of the MCWIC year-to-date financial reports for period ending November 30, 2020.**

*There has been a slight increase to trainings. Expenditures for trainings and participant expenses are low. Salaries and overhead costs remain the same as staffing has not changed and the Center has remained open during the*

*pandemic. Madera County Community College signed a 3 year lease instead of a 2 year lease as was discussed previously. The Employment Development Department (EDD) will be expanding their space in the Center. Staff is trying to contact Department of Rehabilitation (DOR) staff to discuss and finalize their lease. The building owner is considering installing solar panels. Everything is going well.*

*Mattie Mendez moved to approve, seconded by Robyn Smith.*

*Vote: Approved – unanimous*

*Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Mike Farmer, Ramona Davie, Robyn Smith, Roger Leach*

## **8.0 Information Items**

### **8.1 Workforce Development Board (WDB) of Madera County Update**

*Information provided within the agenda packet. The WDB met on December 17, 2020. The Career Services application was approved and is on the February 9, 2021 Board of Supervisors agenda for consideration of approval. The application is due to the State by March 1, 2021.*

### **8.2 MCWIC Executive Director Mid-Year Goals Update**

*Information provided within the agenda packet. Tracie Scott-Contreras, Executive Director, provided an update on her mid-year goals. Madera Workforce has received a number of grants targeting the COVID-19 pandemic. Staff have worked with the Chambers on the distribution of personal protective equipment (PPE). Staff have participated in and conducted virtual events such as Rapid Response workshops for employers. Staff are using social media to help spread information on Workforce services to the community. Visitors to the Center have decreased. Customer visits to the Center have decreased from an average of approximately 5,000 to approximately 340 a month. Staff have helped coordinate and have participated in Drive-Thru resource fairs and are trying to connect people to services. Workforce has provided an Employee Assistance Program (EAP) for staff. Staff are cross training which allows them to cover for each other. Madera Workforce is working with the Region on the Regional Workforce Plan. Madera hosted a regional forum on January 7, 2021. Staff are working with a consultant for the Local Workforce Plan. 4 Local Plan forums have been held. The WDB has provided input for the Plan at their Board meetings. A procurement for the One Stop Operator (OSO) was released. The OSO's contract starts on July 1, 2021 for a 4-year term. Tracie has been communicating with a potential new MCWIC Board member. The potential member has not committed and Tracie will follow up. Tracie is a member of the California Workforce Association's (CWA) Executive Committee and also serves on the CWA Capacity Building Committee. Deputy Director, Maiknue Vang and Anabel Miranda, Program Navigator, did a presentation to the State on their participation and coordination of a drive thru resource and food event. Workforce staff have come into the office to work throughout the pandemic. Staff have made sure to maintain an adequate supply of PPE for staff use.*

### **8.3 Program Update**

*Information provided within the agenda packet.*

### **8.4 Local and Regional Plans Update**

*Information provided within the agenda packet.*

### **8.5 One Stop Operator Request for Proposals Update**

*Information provided within the agenda packet.*

### **8.6 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County**

*Information provided within the agenda packet. New UI figures released earlier in the week and after the figures shared within the agenda packet show that UI figures have increased from 934 to 1,1693. The only sectors that grew were the trades, transportation and utilities. Education decreased 31%. The leisure sector decreased 31% year-over-year and 8% month-over-month.*

### **8.7 COVID-19 Update**

*Information provided with the agenda packet. The Workforce program and staff have continued to ensure proper COVID-19 process and procedures. There have not been any exposures to staff that originated from the Center. There have been no outbreaks at the Center.*

## **9.0 Written Communication**

*None.*

## **10.0 Open Discussion/Reports/Information**

### **10.1 Board Members**

- *Debi Bray: The State opened up another round of the Paycheck Protection Program (PPP). The Chamber didn't apply for this round and instead chose to help businesses with the application process as needed. Some business reported that they were not able to get into the PPP system. Some businesses have reported that their applications were accepted and awarded funds but have not received any funding yet.*

### **10.2 Staff**

- *Tracie Scott-Contreras: Tracie attended the California Workforce Association's (CWA) virtual youth conference. There were some very good keynote speakers. Eric Majette, Director/Founder of the African American Cultural Heritage Collection was excellent and provided a virtual museum exhibit of various items.*
- *Maiknue Vang: Workforce received many participant and employer testimonials as part of the Local Plan process. Many talked to the fact the Workforce staff and the Center have remained open and available throughout the pandemic and there were no delays in providing services.*

## **11.0 Next Meeting**

*February 25, 2021*

## **12.0 Adjournment**

*Roger Leach moved to adjourn the meeting at 3:37 p.m., seconded by Mattie Mendez.*



## MEETING

**March 25, 2021  
3:00 p.m.**

Meeting will be held as a *Teleconference Meeting*  
**Workforce Assistance Center**  
**2037 W. Cleveland Avenue, Madera, CA 93637, 559-662-4589**

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

Join Zoom Meeting: [https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NjcFhFaEtndz09](https://us02web.zoom.us/j/81999204075?pwd=TDh2T0t0Sml3SEU1K2NjcFhFaEtndz09;);

Please call: 1 (669) 900-9128; Meeting ID: 819 9920 4075; Password: 945567.

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

**REASONABLE ACCOMMODATION FOR ANY INDIVIDUAL WITH A DISABILITY** Pursuant to the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, any individual with a disability who requires reasonable accommodation to attend or participate in a meeting or function of the Madera County Workforce Investment Corporation, may request assistance by contacting the Executive Assistant at Madera County Workforce Investment Corporation office, 2037 W. Cleveland Avenue, Madera, CA 93637; Telephone 559/662-4589; CRS 711; Fax 559/673-1794.

This agenda and supporting documents relating to the items on this agenda are available through the Madera County Workforce Investment Corporation (MCWIC) website at <http://www.maderaworkforce.org/mcwic-meetings-and-agenda/>. These documents are also available at the Workforce Assistance Center – office of the Executive Director. MCWIC is an equal Opportunity Employer/Program. Auxiliary aids and services are available upon request.

### **ELECTRONIC MEETING INSTRUCTIONS**

The Madera County Workforce Investment Corporation uses Zoom as the tool to facilitate electronic meetings. Our desire is to ensure orderly Zoom meetings and to help attendees have confidence in how the meeting will be facilitated and that all members and public will be effectively heard. The following instructions provide consistent methods that will lead us to realizing that desire.

- We highly recommend use of the Zoom client app, as this tool greatly enhances the attendee's experience and provides readily accessible controls.
- Remain muted until speaking and mute again when finished speaking.
- Ensure your name shows on your connection.
- Votes will be facilitated with a roll call.
- When connecting to Zoom, if using the phone is preferred over computer audio, we request you connect to the Zoom meeting first and then choose Phone for the preferred audio connection. Input the meeting and participant IDs to relate your phone audio to your Zoom connection.
- Please avoid having both computer audio and phone audio activated as this can cause sound problems.
- If connecting via phone only, \*6 will toggle mute/unmute.
- Public comments will only be taken when a hand is raised. On the phone-only connection, \*9 raises the hand. You must be recognized by the presiding officer of the meeting before speaking.



# **MADERA COUNTY WORKFORCE INVESTMENT CORPORATION**

## **A G E N D A**

**March 25, 2021**

**3:00 p.m.**

### **1.0 Call to Order**

- 1.1 Pledge of Allegiance

### **2.0 Additions to the Agenda**

Items identified after preparation of the Agenda for which there is a need to take immediate action. Two-thirds vote required for consideration (Government Code Section 54954.2(b)(2))

### **3.0 Public Comment**

This time is made available for comment from the public on matters within the Board's jurisdiction but not appearing on the agenda. The Board will not take action on any items presented under public comment. The comment period will be limited to 15 minutes.

### **4.0 Introductions and Recognitions**

### **5.0 Adoption of Board Agenda**

### **6.0 Consent Calendar**

- 6.1 Consideration of approval of the February 25, 2021 Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

### **7.0 Action Items**

- 7.1 Consideration of approval of the MCWIC year-to-date financial reports for periods ending December 31, 2020 and January 31, 2021.
- 7.2 Consideration of approval of selection of Janitorial Services company

### **8.0 Information Items**

- 8.1 Workforce Development Board (WDB) of Madera County Update
- 8.2 Program Update
- 8.3 Budget Update
- 8.4 Local and Regional Plans Update
- 8.5 One Stop Operator Request for Proposals Update
- 8.6 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County
- 8.7 Form 700
- 8.8 Facility Costs and Leased Space Update

### **9.0 Written Communication**

### **10.0 Open Discussion/Reports/Information**

- 10.1 Board Members
- 10.2 Staff

**11.0 Next Meeting**

April 22, 2021

**12.0 Adjournment**



## Agenda Item 8.2

Consent                       Action                       Information

**To:** Workforce Development Board of Madera County  
**From:** Tracie Scott-Contreras, Executive Director  
**Date:** April 15, 2021  
**Subject:** Program Update

### **Information:**

We applied for and have been awarded a Wildfires Emergency Response National Dislocated Worker Grant (NDWG) in the amount of \$300,000. These funds will support temporary jobs working on recovery and cleanup efforts in the areas of Madera County impacted by the Creek Fire. This initial round of funding will pay for wages, other payroll costs, and worker's compensation coverage for approximately 15 temporary jobs for 480 hours at an hourly wage of up to \$18 per hour. We are working with multiple agencies to identify potential work sites that will need to be approved by the State prior to funds being released to the local area. We have also prepared a flyer to recruit individuals who have been dislocated (due to the fire or for other reasons), long term unemployed (15 + weeks), or unemployed/underemployed self-employed individuals as the result of the disaster.

We have partnered with GRID Alternatives, Fresno Regional Workforce Development Board, and Madera County Department of Corrections on a Central Valley Pathway Home Project. The grant has been awarded and will help incarcerated individuals successfully return to society by accessing training, case management support, and securing employment in solar or construction related industries. We will receive \$90,000 to provide pre-release assessments, referrals, and case management, and are currently working with GRID on an MOU.

We are also partnering with the Madera County Probation Department on the Corona Virus Emergency Supplemental Funding (CESF) Grant. Probation has been awarded \$113,000 and will provide Workforce \$25,000 to fund a part-time Career Specialist at approximately 8-10 hours per week to provide orientation, assessment, and referrals at Probation facilities in Madera and Oakhurst. Start date is projected for April 2021.

We are also partnering with Stanislaus County Workforce Development on a sub-regional Veterans Employment Related Assistance Program (VEAP) that will accelerate employment and re-employment for unemployed and/or under-employed veterans to enter the workforce in skilled occupations. Grant funds will also address the need for equal access to education, training, and re-employment opportunities for veterans as a result of COVID-19. The sub region applied for \$300,000 to serve 100 veterans in 18-24 months. The grant has been awarded to Stanislaus for a total of \$250,000, a portion of which will come to our area.

Fiscal information outlining expenditures and obligations is attached for the Board's review.

### WIOA Formula Funds

- **Adult:**

Budget: \$1,126,464.00

Budget term: 7/1/2020 - 6/30/2021

Scope: Provide employment, training, and supportive service assistance for eligible adult participants.

# of Participants Enrolled: **291**

- **Dislocated Worker (DW):**

Budget: \$551,079

Budget term: 7/1/2020 - 6/30/2021

Scope: Provide employment, training, and supportive service assistance for individuals who have been laid off due to a company downsize or closure.

# of Participants Enrolled: **27**

- **Rapid Response (RR) & Layoff Aversion (LOA):**

Budget: \$143,321

Budget term: 7/1/2020 – 6/30/2021

Scope: Provide timely and effective response to potential layoffs and business closures as well as enable affected workers to return to work as quickly as possible following a layoff.

- **Youth Formula:**

Budget: \$1,232,004

Budget term: 7/1/2020 – 6/30/2021

Scope: Provide out-of-school youth between the ages of 18-24 with employment, training, and supportive service assistance.

# of Participants Enrolled: **97**

### Special Grants/Projects

- **CCP/AB109:**

Grant award: \$56,627 In-Custody

\$34,762 Post-Release

Grant term: 7/1/2020 - 6/30/2021

Scope: Provide a 4-week workshop for In-Custody Pre-Release customers at Department of Corrections and facilitate periodic job fairs inside the facility. Additionally, provide a 3-hour group Orientation and CalJOBS system registration workshop to Post-Release individuals four times a month at the Center as well as coordinate monthly resource fairs with Probation at the Center.

# of Participants to be Served: Open

# of Participants Enrolled: **28 referred in-custody, 22 completed**

**36 referred post release, 5 WIOA enrolled and 1 pending eligibility**

- **COVID-19 Employment Recovery National Dislocated Worker Grant (NDWG)**

Grant award: \$90,000

Grant term: 4/10/2020 - 3/31/2022

Scope: Provide additional funding for staffing and include training funds for new dislocated workers impacted by closures or lay-offs due to the COVID-19 pandemic.

# of Participants to be Served: 20

# of Participants Enrolled: 21

• **COVID-19 Supportive Services (SS)**

Grant award: \$27,000

Grant term: 3/1/2020 - 12/31/2020

Scope: Provide additional supportive services for individuals who have been laid off due to COVID-19, have experienced a reduction in hours/pay due to COVID-19, or are unable to work for COVID-19 related reasons. We have requested to de-obligate \$10,000 of these funds to other workforce areas and extend \$17,000 to December 31, 2020.

# of Participants to be Served: 50

# of Participants Enrolled: **12** (grant #1187) and **14** (grant #2051)

• **Disability Employment Accelerator (DEA):**

Grant award: \$300,000

Grant term: 4/1/2019 – 12/31/2021

Scope: Increase and retain long-term employment for PWD who have graduated or are on track to graduate from college. Camarena Health, CAPMC, and Exact Staff will become worksites for work-based learning activities that lead to gainful employment. Worksite agreements will outline specific information regarding skill gaps and development of skills in the areas of highest need.

# of Participants to be Served: 50

# of Participants Enrolled: **11**

• **English Language Learners Pathways to Careers (ELL):**

Grant award: \$300,000

Grant term: 6/1/2020 – 3/31/2022

Scope: Increase services to ELLs with a focus on work-based learning opportunities and attainment of industry-recognized credentials.

# of Participants to be Served: 100

# of Participants Enrolled: **21**

• **Prison to Employment (P2E) – Individual Direct Service (IDS):**

Grant award: \$56,249.00

Grant lead: San Joaquin County

Grant term: 9/1/19 – 3/31/2022

Scope: Funding to provide Individual Direct Services to formerly incarcerated and other justice involved individuals.

# of Participants to be Served: 4

# of Participants Enrolled: **35**

• **Prison to Employment (P2E) – Supportive Service and Earn and Learn (SSEL):**

Grant award: \$100,289.00

Grant Lead: San Joaquin County

Grant term: 9/1/19 to 3/31/2022

Scope: Funding to provide Supportive Service and Earn and Learn activities to formerly incarcerated and other justice involved individuals.

# of participants to be Served: 9

# of participants Enrolled: **25**

• **Ticket-to-Work:**

Scope: Provide employment and training support to SSI/SSDI beneficiaries.

Ticket Payments Received 7/1/2020 – 03/31/2021: **\$17,178**

# of Tickets Assigned: **19**

- **Wells Fargo:**

Grant award: \$10,000

Grant term: 7/2020 until expended

Scope: Contract for a virtual platform to expand workshop offerings to customers. Funds will also be used to purchase 5 chrome books to provide to customers who need them to participate in education, training, or other workforce activities.

# of Participants to be Served: Open

Enrollment numbers reported through 3/31/21.

**Financing:**

Workforce Innovation and Opportunity Act



## Agenda Item 8.3

Consent

Action

Information

**To: Workforce Development Board of Madera County**

**From: Tracie Scott-Contreras, Executive Director**

**Date: April 15, 2021**

**Subject: UI Claim Information**

**Information:**

The most recent data on UI Claims for Madera County from the EDD Labor Market Information Division is attached.

**Financing:**

Workforce Innovation and Opportunity Act

## CALIFORNIA UNEMPLOYMENT INDUSTRY & DEMOGRAPHICS DATA DASHBOARD

Source: Employment Development Department

Published: April 2021

Week Ending	County	Initial UI Claims	Claim Type	Claims	Claim Type2
3/21/2020	Madera	498	UI Claims		
3/28/2020	Madera	2,794	UI Claims		
4/4/2020	Madera	2,133	UI Claims		
4/11/2020	Madera	1,590	UI Claims		
4/18/2020	Madera	1,317	UI Claims		
4/25/2020	Madera	867	UI Claims		
5/2/2020	Madera	1,377	UI Claims	598	PUA Claims
5/9/2020	Madera	832	UI Claims	292	PUA Claims
5/16/2020	Madera	865	UI Claims	256	PUA Claims
5/23/2020	Madera	758	UI Claims	210	PUA Claims
5/30/2020	Madera	870	UI Claims	217	PUA Claims
6/6/2020	Madera	1,030	UI Claims	220	PUA Claims
6/13/2020	Madera	975	UI Claims	217	PUA Claims
6/20/2020	Madera	1,281	UI Claims	327	PUA Claims
6/27/2020	Madera	1,332	UI Claims	374	PUA Claims
7/4/2020	Madera	1,331	UI Claims	340	PUA Claims
7/11/2020	Madera	1,393	UI Claims	391	PUA Claims
7/18/2020	Madera	1,557	UI Claims	503	PUA Claims
7/25/2020	Madera	1,281	UI Claims	375	PUA Claims
8/1/2020	Madera	1,100	UI Claims	303	PUA Claims
8/8/2020	Madera	1,051	UI Claims	373	PUA Claims
8/15/2020	Madera	1,128	UI Claims	456	PUA Claims
8/22/2020	Madera	1,159	UI Claims	501	PUA Claims
8/29/2020	Madera	1,489	UI Claims	757	PUA Claims
9/5/2020	Madera	1,790	UI Claims	993	PUA Claims
9/12/2020	Madera	1,309	UI Claims	425	PUA Claims
9/19/2020	Madera	1,144	UI Claims	260	PUA Claims
9/26/2020	Madera	830	UI Claims	177	PUA Claims
10/3/2020	Madera	611	UI Claims	63	PUA Claims
10/10/2020	Madera	857	UI Claims	105	PUA Claims
10/17/2020	Madera	710	UI Claims	80	PUA Claims
10/24/2020	Madera	724	UI Claims	80	PUA Claims
10/31/2020	Madera	867	UI Claims	84	PUA Claims
11/7/2020	Madera	825	UI Claims	86	PUA Claims
11/14/2020	Madera	865	UI Claims	98	PUA Claims
11/21/2020	Madera	858	UI Claims	116	PUA Claims
11/28/2020	Madera	707	UI Claims	128	PUA Claims
12/5/2020	Madera	995	UI Claims	170	PUA Claims
12/12/2020	Madera	995	UI Claims	173	PUA Claims
12/19/2020	Madera	809	UI Claims	174	PUA Claims
12/26/2020	Madera	827	UI Claims	132	PUA Claims
1/2/2021	Madera	738	UI Claims	71	PUA Claims
1/9/2021	Madera	831	UI Claims	103	PUA Claims
1/16/2021	Madera	1,263	UI Claims	430	PUA Claims
1/23/2021	Madera	408	UI Claims	122	PUA Claims
1/30/2021	Madera	644	UI Claims	132	PUA Claims
2/6/2021	Madera	785	UI Claims	94	PUA Claims
2/13/2021	Madera	714	UI Claims	88	PUA Claims
2/20/2021	Madera	468	UI Claims	76	PUA Claims
2/27/2021	Madera	560	UI Claims	87	PUA Claims
3/6/2021	Madera	655	UI Claims	130	PUA Claims
3/13/2021	Madera	669	UI Claims	90	PUA Claims
3/20/2021	Madera	515	UI Claims	57	PUA Claims
3/27/2021	Madera	588	UI Claims	59	PUA Claims
4/3/2021	Madera	580	UI Claims	75	PUA Claims