



A G E N D A

**April 17, 2025
3:00 p.m.**

Meeting will be held in person and via teleconference at:

<https://us02web.zoom.us/j/82723613249?pwd=dnZheWJkTTV5QzBvYXZlZkh0WXd3dz09>

*Workforce Assistance Center, 2037 W. Cleveland Avenue, Madera, CA 93637
9300 Valley Children's Place, Madera, CA 93636
36757 Berkshire Drive, Madera, CA 93636
1745 Lester Ave., Clovis 93619*

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.

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.

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 20, 2025, Workforce Development Board (WDB) meeting minutes.
- 6.2 Consideration of approval of the March 17, 2025, WDB Executive Committee meeting minutes.
- 6.3 Consideration of approval of the reappointment of Laura Gutile, Laura's Nuts, for an additional 3-year term: 6/7/25 to 6/7/28.
- 6.4 Consideration of approval of the reappointment of Mike Lopez, Building Trades Council, for an additional 3-year term: 6/7/25 to 6/7/28.
- 6.5 Ratification of approval of the Program Year 2025-2028 Local Plan.

7.0 Action Items

- 7.1 Consideration of approval of Beaudette Inc.'s One Stop Operator (OSO) report for the period of January 1, 2025, to March 31, 2025.
- 7.2 Consideration of approval of the resignations of Aaron Chambers, Impossible Services Group, Inc., and Omair Javaid, World Financial Group, from the WDB, as directed by the WDB at their meeting on December 19, 2024, and in accordance with the WDB Action Plan.
- 7.3 Consideration of approval of the revised Individual Training Account Policy to include clarifying language around a second ITA.
- 7.4 Consideration of approval of the revised Adult Program Priority of Services policy to align with current State revisions to the policy that were released on November 8, 2024.
- 7.5 Consideration of approval of the 2025-28 San Joaquin Valley & Associated Counties Regional Plan.

8.0 Information Items

- 8.1 Success Stories
- 8.2 WDB Action Planning Subcommittee Updates
- 8.3 Madera County Workforce Investment Corporation (MCWIC) Update
- 8.4 Update on PY 2025-2028 Local and Regional Workforce Plans
- 8.5 Update on Local Area Subsequent Designation and Local Board Recertification Program Year 2025-27
- 8.6 Update on One Stop Operator Procurement
- 8.7 Information on Department of Rehabilitation (DOR) AJCC Collaboration Project PY 24-25
- 8.8 Information on Madera County Job Fairs
- 8.9 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

To be determined

12.0 Adjournment



MINUTES

**February 20, 2025
3:00 p.m.**

Convened in person at:

Workforce Assistance Center, 2037 W. Cleveland Avenue, Madera, CA 93637

PRESENT: Aaron Chambers, Brett Frazier, Chuck Riojas (7.3), Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez (7.1), Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

ABSENT: Debi Bray, Donald Foster, Emilio Hipolito, Lanie Suderman, Marie Harris, Mike Fursman, Todd Lile,

GUEST: Amelia Meza, Kristyann Thorp

STAFF: Ahmed Metwally, Bertha Vega, Jessica Roche, Maiknue Vang, Nicki Martin

1.0 Call to Order

Brett Fraizer, Chair, opened and closed the meeting in honor of Mike Fursman's wife, LeAnn, at 3:02 p.m.

1.1 Pledge of Allegiance

2.0 Additions to the Agenda

None.

3.0 Public Comment

None.

4.0 Introductions and Recognitions

Roundtable introductions were done by everyone in attendance.

5.0 Adoption of Board Agenda

Nichole Mosqueda moved to adopt the agenda, seconded by Mattie Mendez.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

6.0 Consent Calendar

6.1 Consideration of approval of December 19, 2024, Workforce Development Board (WDB) meeting minutes.

6.2 Consideration of approval of January 13, 2025, WDB Executive Committee meeting minutes.

6.3 Consideration of approval of the reappointment of Joe Perez, Department of Rehabilitation, for an additional 3-year term: 1/4/25 to 1/4/28.

6.4 Consideration of ratification of the draft Program Year 2025 – 2028 Local Plan.

6.5 Consideration of ratification of the America's Job Center of California (AJCC) Adult and Dislocated Worker Career Services Provider application.

Omair Javaid moved to approve the Consent Calendar, seconded by Deborah Martinez.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

7.0 Action Items

7.1 Consideration of approval of Beaudette Inc.'s One Stop Operator (OSO) report for the period of October 1, 2024, through December 31, 2024.

Monica Beaudette presented the OSO report to the Board. Partner meetings happen via zoom monthly with an in-person meeting scheduled once a quarter. The WDB Continuous Improvement Plan (CIP) is part of the agendas and serves a tool in guiding services delivery enhancements and collaboration efforts.

Rob Poythress moved to approve, seconded by Laura Gutile.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

7.2 Consideration of approval of the resignations of Deborah Martinez, Madera County Department of Social Services, Mattie Mendez, Madera County Workforce Investment Corporation/Community Action Partnership of Madera County and Mike Fursman, UFCW 8, from the WDB as directed by the WDB at their meeting on December 19, 2024.

The resignations of Deborah, Mattie, and Mike were part of the Action Plan Leadership subcommittee recommendations that will ultimately lower the number of members on the WDB while remaining compliant with membership mandates and also ensuring that the WDB members represent the sectors in demand for Madera County. Staff will recruit members for the WDB from the transportation and logistics, manufacturing, and renewable energy sectors. The WDB approved the restructuring of the Board at their December meeting. The Board thanked Deborah and Mattie for their work on the WDB. Mike was absent but his certificate will be mailed to him.

Deborah Martinez moved to approve, seconded by Mattie Mendez.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

7.3 Consideration of approval of the Local Area Subsequent Designation and Local Board Recertification Program Year 2025-27 application.

The designation and recertification application is released every 2 years. Once approved by the WDB, the application will go to the Board of Supervisors for approval and must be submitted to the State by April 7, 2025.

Mike Lopez moved to approve, seconded by Omair Javaid.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

7.4 Consideration of approval of transfer of funds from the Dislocated Worker (DW) funding stream to the Adult funding stream in order to maximize customer service and provide more flexibility of services in the areas

of greatest need as allowed by Workforce innovation and Opportunity (WIOA) Section 113(b)(4) and as outlined in EDD Directive WSD22-09:

- EDD Subgrant AA511014 YOA 2024 Transfer of Funds request in the amount of \$100,000

A transfer from the dislocated worker (DW) funding stream to the Adult funding stream is common. The program has seen lower unemployment and DW numbers since December but a steady flow of adults for services. Workforce areas are allowed to transfer DW to Adult but not the other way around. These funds are used for direct participant costs. This transfer is typically done once a year.

Chuc Riojas moved to approve, seconded by Rob Poythress.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

7.5 Consideration of approval of the revised Incident Reporting policy.

The policy was provided to the Board in a tracked format to make the changes easier to view. This policy was completely overhauled by the Employment Development Department (EDD) and comes from the Federal Office of Management and Budget (OMG).

Mike Lopez moved to approve, seconded by Omair Javaid.

Vote: Approved – unanimous

Yes: Aaron Chambers, Brett Frazier, Chuck Riojas, Deborah Martinez, Joe Perez, Jorge DeNava, Kristina Gallagher, Laura Gutile, Mattie Mendez, Michelle Brunetti, Mike Lopez, Nichole Mosqueda, Omair Javaid, Robert Poythress, Wendy Lomeli

8.0 Information Items

8.1 Success Stories

Information provided within the agenda packet.

8.2 WDB Action Planning Subcommittee Updates

Information provided within the agenda packet. The subcommittees provided an update on their progress on the WDB Action Plan. The Action Plan subcommittees are informal and can be comprised of non-board members as needed or recommended. It may be possible to merge committees together when their goals become more similar or a day could be scheduled to focus on the Action Plan and the work that is being done.

- *Leadership Committee: Replacing the 2 private sector members with members from priority sectors will happen in April - after the Local Area Subsequent Designation and Local Board Recertification application is approved by the Board and the Board of Supervisor submission to the State. The subcommittee is narrowing down the private sector organization and individuals for manufacturing and transportation – Manufacturing: Evapco, West Coast Products, Anderson Pump Company, ADF Manufacturing; Transportation: Almond Tree Hulling Company, Central Valley Concrete, Wood Express and ALD Trucking. Staff can reach out to these organizations to see if there is any interest and move down the list as needed. These organizations/individuals were suggested at the December WDB meeting. Renewable energy is also a priority sector and staff will look to find an individual from this sector in the future. Staff can reach out to any contacts WDB members may have. The Leadership Committee looked at other Workforce areas to see how their Workforce Boards looked for examples of the sizes of other area boards.*
- *Ethics Committee: looking at policy trends and work ethics trends in Madera County. This will allow the committee to look at what other organizations have in place as far as requirements or expectations or ethics. They will be looking into the MUSD Graduate Profile presentation and are inviting the members of the Board to participate in the Graduate Profile student presentations in March. Workforce staff will be participating in the Graduate Profiles and will close the Workforce Investment office so that staff can all participate. It was suggested that the work ethics committee look into how minimum wage jobs could be normalized and discussed or perhaps the Marketing Committee could consider a campaign that speaks to minimum wage jobs that could help them learn basic skills*

and work ethics. Is there a way to encourage in-school students and possibly give them credit for work while they are still in school?

- **Training Committee:** Rebooted the committee – met yesterday. Brought in some new stakeholders. Happy to have anyone on the Board that may be interested in joining the Committee.
- **Marketing Committee:** Staff visited Field Van in Fresno to check out their process and vans and services. 3 firms applied for the Public Relations RFP: Archer & Hound, HYPHEN Team and Working Arts. The job opening for a Marketing and Outreach Coordinator is closing on February 21, 2025. The committee is hoping to get together in March to look at the Q3 and Q4 goals. Staff will email pictures of the visit to Field Vans along with a possible schematic. Including a bathroom in the van would allow for 4 workstations. Staff were surveyed about whether or not they preferred to have a restroom included – staff unanimously voted to exclude a restroom, and any duties associated with it. This will allow for 5 workstations in the van. A sink, fridge and microwave will be included. Staff will meet with Field Van next to discuss interior colors, Wi-Fi/connectivity, and generator/power. The PR firm will do a comprehensive assessment of logos and other marketing materials before a wrap is designed and put on the van. Staff are also looking into places to house/park the van when not in use.

8.3 Madera County Workforce Investment Corporation (MCWIC) Update

Information provided within the agenda packet.

8.4 WIOA Formula and Special Projects Quarterly Program Overview as of December 31, 2024

Information provided within the agenda packet.

8.5 Program Impact Report July 1, 2024, through December 31, 2024

Information provided within the agenda packet. Less people are coming into the Center for services, however the numbers that we have served are larger than last year and enrollments are still consistent. Workforce Invested \$167,000 in trainings and a total of \$144,164 in savings for employers. This is slightly less than last year when there were more training funds.

8.6 Update on PY 2023 Local Area Post-PY Targets and Performance Scores

Information provided within the agenda packet. Each year, the State negotiates goals Local areas must score 50% or higher to meet their target scores. Madera exceeded all its goals.

8.7 Update on Local and Regional Workforce Plans

Information provided within the agenda packet.

8.8 Update on One Stop Operator Procurement

Information provided within the agenda packet.

8.9 Update on WIOA Adult & Dislocated Worker Career Services Provider Application

Information provided within the agenda packet.

8.10 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County

Information provided within the agenda packet.

8.11 Form 700 Due April 1, 2025

Information provided within the agenda packet.

9.0 Written Communication

None.

10.0 Open Discussion/Reports/Information

10.1 Board Members

Mike Lopez shared information on an upcoming Construction Job Fair taking place on Friday, February 21, 2025 and how this job fair could open doors to other union classification.

10.2 Staff

Maiknue Vang shared that the 1st school bus driver training cohort has launched. Advanced Career Institute (ACI) instructors are providing in-class instruction at the Workforce Assistance Center for 2 weeks and behind-the-wheel training at Madera Unified. This is the first training of its kind in the Valley.

11.0 Next Meeting

The WDB will meet on April 17, 2025, at the Workforce Assistance Center.

12.0 Adjournment

Meeting adjourned at 4:17 p.m.



Executive Committee

SPECIAL MEETING

MINUTES

January 13, 2025
9:00 a.m.

Convened in person and via teleconference at:

***Workforce Assistance Center, 2037 W. Cleveland Avenue, Madera, CA 93637
4632 W. Flint Way, Fresno, CA 93722
17149 Road 400, Madera, CA 93636
200 West Fourth Street, Madera, CA 93637
300 S. G Street, Suite 100, Madera, CA 93637***

PRESENT: Chris Childers, Omair Javaid, Pat Gordan, Robert Poythress

ABSENT: Brett Frazier, Nichole Mosqueda

GUEST:

STAFF: Nicki Martin, Maiknue Vang

1.0 Call to Order

Meeting called to order at 10:03 a.m. by Vice Chair Omair Javaid.

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

Rob Poythress moved to adopt the agenda, seconded by Pat Gordan.

Vote: Approved – unanimous

Yes: Chris Childers, Omair Javaid, Pat Gordan, Robert Poythress

6.0 Action Items

6.1 Consideration of approval of the Program Year 2025-2028 Local Plan.

The Executive Committee approved a draft Local Plan on January 13, 2025, in order to post it for a 30-day public comment period from February 14, 2025, to March 15, 2025. No comments were received, and no changes were

made to the Plan. Once approved, the plan will go to the Board of Supervisors for approval by the Chief Local Elected Official (CLEO).

Rob Poythress moved to approve, seconded by Chris Childers.

Vote: Approved – unanimous

Yes: Chris Childers, Omair Javaid, Pat Gordan, Robert Poythress

7.0 Next Meeting

To be determined

8.0 Adjournment

The meeting was adjourned at 10:08 a.m.

Workforce Development Board of Madera County

Program Year 2025 - 2028 Local Plan



Contact: Maiknue Vang, Executive Director
Phone: (559) 662-4503
E-Mail: Mvang@maderaworkforce.org

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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Madera County Workforce Development Board (MCWDB) has developed this four-year Local Plan covering program years 2025-28, with the plan's active dates being July 1, 2025, through June 30, 2029.

Madera County has been designated by the Governor as a local workforce development area (LWDA) pursuant to guidelines established under WIOA. Madera County is one of forty-five (45) local areas in California. With this designation, WIOA Title I Adult Program, Dislocated Worker Program, and Youth Program funds are provided annually by EDD to serve Madera County residents and businesses. 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 MCWDB. 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.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA represents the most recent iteration of federal workforce legislation that provides funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available, fosters regional collaboration within states through local workforce areas, such as Madera County, and supports a nationwide network of career centers, which are branded within the state as America's Job Centers of California (AJCCs) and in the county as the Madera County Workforce Assistance Center (MCWAC).

While the PY 2025-28 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the publication of the plan and that prescribes its core content.

B. Madera County Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each LWDA. The area's chief local elected officials appoint members to the WDB. Locally, the Madera County Board of Supervisors fulfills this function. Boards are business-led and a majority of the WDB's members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the WDB.

WDBs drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. WDBs also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers.

WIOA indicates that the development of the local plan, along with its associated regional plan, is a primary responsibility of the workforce development board.

C. Local Plans and the WIOA Planning Structure

The Madera County WDB's Local Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires the development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDAs, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with seven other local areas, the Madera County

LWDA is part of the San Joaquin Valley and Associated Counties Regional Planning Unit (SJVAC RPU), which is one of California's fifteen workforce regions.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's visions and strategic and operational goals. Features of the local plan include: coordination among economic, education and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-28 Madera County WDB Local Plan is officially part of the PY 2025-28 SJVAC RPU Regional Plan.

D. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system.

Under the leadership of the Governor and Secretary for the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes equity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds on areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct "flavors" or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB's workforce efforts. They include: (1) lifting all workers to the "High Road;" (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and

no protection); (3) democratizing access to high-quality, middle-skill Jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the PY 2025-28 Madera County WDB Local Plan and the PY 2025-28 SJVAC RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.

E. Development of Madera County's Program Years 25-28 Local Plan

Development of the PY 2025-28 Local Plan was the result of leadership's significant engagement with organizations and individuals throughout Madera County who guide, contribute to, and benefit from workforce system services. Those participating in a series of community and stakeholder discussions included WDB members, managers and staff representing the one-stop system partners, and a wide range of other stakeholders and community members. WDB management secured the support of a technical advisor 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. Development of the plan took approximately five months, after which it was made available for public review and comment, prior to being forwarded for state-level review.

For ease of review, the abbreviation "WDB" is used throughout this plan to describe the agent leading the workforce system and providing oversight to the MCWAC. 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

F. Madera County WDB Strategic Goals and Priorities

Over nearly a one-year period, the members of the Madera County WDB met to develop a strategic direction for the board. This process began through the local board's engagement with leadership from the California Workforce Association (CWA), which represents all LWDA's in California and provides a wide range of training and technical assistance. Beginning with participation in CWA's "The Real Work of Workforce Boards," the WDB began to examine how workforce boards can effectively "center" themselves in their communities. The WDB assessed economic data and workforce challenges within Madera County and considered opportunities to solve these concerns. Based on the success of this discussion, the WDB engaged in a follow-up session with CWA to further

assess its goals and to identify strategic initiatives for Madera County. Ultimately, the WDB decided to focus on the following five strategic initiatives that represent its priorities.

Leadership Engagement: Re-evaluate the WDB, so that the right leaders of today are investing in the leaders of tomorrow.

Training (Industry-specific): Develop responsive training to meet industry demand.

Work Ethics: Increase community focus on cultural adaptability and work ethics.

Marketing/Brand: Implement a marketing plan that highlights the benefits of Madera County and incorporates success stories and community voices.

Policy: Create a unified and aligned vision for Madera County communities that supports inclusive policies and demonstrates local connectedness.

The WDB leadership and Executive Committee engaged in three additional sessions with CWA to begin to craft specific action steps. A two-year action plan was developed, outlining tasks and strategies for each initiative through mid-2026. The WDB established five subcommittees that align with these priorities to work on the initiatives. As the action plan represents priorities established by the local board, it is incorporated into and considered part of the PY 2025-28 Local 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.

A. Coordination with AJCC Partners and WIOA Memorandum 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, within the last few years, 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, ongoing, and enthusiastic participation of the partners in the planning process that has led to the development of the PY 2025-28 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 on behalf of the Madera County Board of Supervisors
Title II Adult Education and Literacy	State Center Adult Education Consortium
Title III Wagner-Peyser	Employment Development Department
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Madera Community College

Older Americans Act (OAA) Title V 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
Youth Build	Not applicable. There is no YouthBuild program in Madera County.
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	Community Action Partnership of Madera County
Housing and Urban Development Employment and Training	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

Memorandum 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 that is responsive to state and federal requirements;
- Responsiveness to specific local economic conditions, including the needs of local businesses;
- Adherence to common data collection and reporting requirements, including needs for modification or change;
- Diligence in coordinating 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.

Most of the organizations that are party to the MOU participate in monthly partner meetings led by the AJCC Operator to align and coordinate programs and services. Staff from several local organizations also participate in monthly business services meetings to align and coordinate business engagement, events, and resources.

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 (MAS), and the State Center Adult Education Consortium (SCAEC) 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. Madera Adult School is

fully co-located within the Workforce Assistance Center. This unique arrangement leads to robust cross-referrals with WDB-sponsored programs and improved outcomes for individuals participating in WIOA and Adult School programs. Both MAS and SCAEC representatives participate in monthly partner meetings.

WIOA Title III – Wagner-Peyser: The California Employment Development Department 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. EDD staff members are co-located and available on a daily basis at the MCWAC, and representatives participate in monthly partner meetings.

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. A “partnership plus” agreement with DOR has been renewed and several DOR staff members are co-located on a rotational basis at the Workforce Assistance Center. DOR representatives participate in monthly partner meetings in addition to regular meetings between WIOA Title I and DOR staff to identify opportunities for co-enrollment of participants, including justice-involved individuals, many of whom have a diagnosed disability.

Carl Perkins Career Technical Education: Madera Community College (MCC) receives Perkins funds to support the development and delivery of career technical education programs. Perkins grants help to increase the availability and accessibility of career-technical education programs, integrate academic and career-technical instruction, serve special populations, and meet gender equity needs. MCC staff are co-located and available on a daily basis at the MCWAC. Representatives also participate in monthly partner meetings.

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. SCSEP representatives participate in monthly partner meetings.

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. Representatives participate in monthly partner meetings and staff may visit the Workforce Assistance Center twice a month to provide orientations about Job Corps eligibility requirements, programs, and services.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium (CIMC), 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. WDB staff look for opportunities to coordinate service delivery for Native American participants with CIMC's workforce programs as well as with Tribal TANF programs. CIMC representatives participate in monthly partner meetings.

Migrant Seasonal Farmworker Program (WIOA Section 167): The Central Valley Opportunity Center's (CVOC) services include vocational education, remedial education, English Language instruction, emergency supportive services (when funding is available), transportation, emergency food, childcare services, and community education services. Staff are co-located at the MCWAC Monday through Thursday and cross referrals between the WDB and CVOC are on-going. In addition, CVOC representatives participate in monthly partner meetings and MCWDB and CVOC leadership look for opportunities to jointly pursue specialized funding.

Veterans Services: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are available upon request to assist veterans seeking employment and are present at the Workforce Assistance Center weekly, at minimum. Representatives also participate in monthly partner meetings when available.

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. CAPMC has been a critical partner to the WDB throughout the pandemic in meeting the holistic needs of job seekers and their families.

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. The agency is re-launching various programs that could be connected to WIOA, including programs that serve people with disabilities and migrant and seasonal farmworkers.

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. UI Navigators provide services at the Workforce Assistance Center on a daily basis.

Temporary Assistance for Needy Families/CalWORKs: Madera County Department of Social Services (DSS) 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. DSS representatives participate in monthly partner meetings and cross referrals and strategic co-enrollment of participants are on-going. In addition, MCWDB and DSS leadership are revisiting co-location opportunities at the MCWAC.

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. EDC representatives participate in monthly business services meetings and these 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.

B. 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. One strategy that has proven effective in the support of co-case managing customers across programs is the use of an Integrated Resource Team (IRT) where identified partners informally convene to facilitate conversations, shared responsibilities, and collaboration in management.

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 effective. 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. Madera County WDB sees the opportunity for EDD to take the lead in supporting an increase in co-enrollment and co-case management. Creating the ability to communicate across reporting systems used by the core and other mandated partners would facilitate these processes.

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. Tools supporting cross-training include a shared Google Drive and locally developed training videos and PowerPoint presentations.

C. 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 160,000 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.

Delivering Services through Virtual Platforms and Web-Based Information

Madera County WDB continues to improve the content and user-friendliness of its website so that it better functions as a clearinghouse of workforce services information for all residents of Madera County. An array of services is available virtually and can be easily accessed at any 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

Since the last four-year Local Plan was developed, much progress has been made in connection with remote services strategies. WDB staff have a presence at the library in Chowchilla as needed, where they facilitate AJCC orientations and initial intake. . In addition, twice a month WDB staff travels to the Oakhurst campus of Madera Community College and library to conduct AJCC Orientations, complete eligibility interviews, and deliver career services. The recent opening of a multi-purpose Madera County facility in Oakhurst provides an additional location where WDB staff can provide services. Business Services staff travel to Oakhurst twice each month to conduct business outreach and meet with business owners and managers seeking hiring and/or training assistance. WDB Business Services staff are stationed at the Oakhurst Area Chamber of Commerce, but also meet with business representatives at their locations. Information on the availability of out-stationed staff and services is shared through social media channels, and flyers are posted throughout Madera County with partner agencies, community-based organizations, Visit Yosemite Madera County (VYMC), and the chambers of commerce.

As the PY 25-28 Local Plan was being developed, Madera County WDB leadership received notification of an award from the James Irvine Foundation that will enable the purchase of a "mobile AJCC." This will enable Madera County WDB to expand in-person services to all areas, particularly remote and outlying areas, of the county.

D. 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 are 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 directly made. 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, evaluation of foreign educational credentials, medical services, including required physicals and immunizations, drug testing, standardized work clothing or footwear, registration fees, or instructional books, technology tools (e.g., Chromebooks, hot spots) 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.

E. 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 Executive Director 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; stress, 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

Over the last several years, 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 Partnership Plus agreement with the State of California Department of Rehabilitation in place to provide long-term services and various types of support 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; Victor Reader Stream; and UbiDuo communication device. 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
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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 four 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 2017-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 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. Pursuant to guidance issued by EDD in 2024, two new state strategic partnerships have been added to the Madera County WDB's Program Year 2025-28 Local Plan.

A. 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. Though this program concluded in September 2024, Reading and Beyond still offers services under the Madera Bridge Academy. 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 monthly AJCC partner meetings and participate in refresher cross-trainings for staff. Discussions have also occurred regarding CalFresh E&T staff returning to the Workforce Assistance Center.

B. 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. The MOU was renewed in 2024.

Under the relationship created through the 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 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.

CSS and the WDB are committed to the partnership and to expanding services, with a focus on continuing to change 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.

Referrals between the two systems continue to be made in both directions. WDB customers referred to CSS still include formerly incarcerated individuals needing to resolve support sanctions to have the drivers' licenses restored. Many of these individuals are served at Madera County WDB's mini-AJCC located within the County Justice Center.

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

In 2018, during the process of preparing the 2019 Local Plan Modification, the WDB convened stakeholders from the disability services community in a forum focused on the use of Competitive Integrated Employment (CIE). We learned at that time that a Local Partnership Agreement (LPA) had not been drafted. A draft plan was developed in early 2019. However, at the time the PY 21-24 Local Plan was finalized and forwarded to the state for approval, the Madera-Mariposa LPA remained one of the few in the state that was unsigned. The LPA signatory partners executed the agreement in 2021.

The 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.

WDB management is committed to collaborating with the LPA partners in support of both local goals and those expressed in the statewide CIE Blueprint. Furthermore, the WDB is open to working with the partners on one or more projects to further advance the use of the CIE model in Madera County.

D. 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, which concluded in March 2022, 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 were very desirable. Madera County WDB's ELL Pathway to Careers Grant strengthened partnerships with CBOs, improved coordination, and safeguarded against duplication of services. Since the implementation of the Pilot Project, the WDB's ELL Navigator served as the main point of contact for CBOs. While the grant has ended, the Navigator role continues, with staff functioning as liaisons 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; Centro Binacional (an organization specializing in providing services to Mexican immigrants speaking indigenous languages); and Reading and Beyond. Several of these organizations are able to serve individuals who do not qualify for the full range of federally funded WIOA services. These partnerships have positioned the Madera WDB to secure additional private and non-federal funds through the Kaiser Foundation, US Bank, and the James Irvine Foundation to continue to improve services and increase

access and participation in workforce activities for this important target group. Several of these organizations are also seeking funding through the local California Jobs First Initiative. If successful, these projects would rely, in part, on services being provided by the Madera County WDB.

The WDB has implemented a 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 food distribution and Resource Fairs and working with a local healthcare provider to outreach to immigrants in rural communities.

E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans

More than two decades ago, the Jobs for Veterans Act (JVA) was signed into law to improve employment, training, and job placement services available to veterans. JVA mandates priority of service for veterans and eligible spouses who otherwise meet the eligibility requirements for participation in programs administered by the U.S. DOL. California has consistently assured that the public workforce system focus on outreach and the delivery of services and support to veterans, and, in 2019, EDD issued a Workforce Services Directive on “*Priority of Services for Veterans and Eligible Spouses*,” which updated guidelines to correspond to requirements published in WIOA. Madera County WDB has adopted the full range of federal and state mandates by publishing its own policy on priority services for veterans.

As stated in Section II of this plan, *WIOA Core and Required Partner Coordination*, Madera County WDB actively coordinates with the Jobs for Veterans State Grant program operated by EDD. To supplement this foundational relationship, the WDB has implemented various programs and developed several meaningful partnerships that enable WIOA Title I programs to effectively recruit, serve, and secure employment for veterans and their eligible spouses. In collaboration with other local workforce boards in the Central Valley (e.g., Merced County, San Joaquin County, and Stanislaus County WDBs), Madera County WDB has actively sought funding through specialized public and private grant programs to increase its capacity to serve veterans. These have included several Veterans Employment Assistance Program grants administered by EDD. The WDB will continue to seek funding opportunities to increase its service capacity for veterans and to coordinate these efforts with those of other workforce agencies whenever possible.

In addition to maintaining a strong working relationship with EDD, coordination with other veterans-serving organizations is critical to Madera County WDB’s efforts to effectively serve this priority population. These organizations include, but are not limited to: Madera County Veterans Services Office; U.S. Department of Veterans’ Affairs Hospitals; The

Wounded Warrior Project; Veterans of Foreign Wars; American Legion VFW Posts; National Association for Uniformed Services; the National Guard; Central Valley Veterans; and Disabled American Veterans.

The foregoing relationships are accompanied by those with public and private institutions which have a broad focus that includes supporting veterans. Among these organizations are public libraries, the Rescue Mission, the local Food Bank, and the Madera County departments of Social Services and Behavioral Health.

Over the course of program years 2025 through 2028, Madera County WDB will look to strengthen relationships with existing partners, seek out new partnerships to improve services for veterans, and continuously assess opportunities to improve services and increase outcomes for this target group.

F. Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

The local workforce development system in Madera County has long been committed to effective stewardship of resources in all forms, and, from time to time, agency efforts have touched upon support for green jobs and technologies that have emerged in connection with local businesses and industries. Furthermore, WDB leadership is aware of and has regularly tracked State initiatives and priorities, including those of the California Workforce Development Board, concerning environmental sustainability, carbon neutrality, and climate resilience. However, the Madera County WDB's PY 25-28 Local Plan marks the first formal statement of intent by the WDB to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services.

Over the period covered by the Plan, Madera County WDB intends to initiate work in this area through several key efforts including:

Research, Learning, and Adoption of Local Priorities

Madera County WDB leadership intends to focus more intensively on, engage with, and participate in state-administered projects and programs that are tied to environmental and climate issues, thereby increasing the organization's knowledge and capacity in this area. Other efforts to improve system capacity will include the participation of management, staff, and board members in state and regional conferences and in online seminars and training. WDB representatives will actively seek opportunities to gain insight from organizations that are able to share models and best practices for adapting workforce development services to meet work requirements associated with environmental sustainability.

Coordination with Local Partners and Their Efforts

As expressed throughout this plan, Madera County WDB's programs operate within a complex network of organizations, programs, and services. WDB representatives are privileged to lead regular discussions among system partners and stakeholders. The exchange of information during such sessions provides those participating with details on the priorities and activities of their counterparts. Increasingly, issues pertaining to climate and the environment, and their impacts on jobs and the economy are topics discussed by the partners. WDB leadership will remain open to collaborating with partner-led programs and initiatives that support communities and industries in achieving environment-related goals.

Involvement in Regional Initiatives

Madera County WDB leadership anticipates that regional priorities and projects are likely to drive local efforts to coordinate workforce development programs with strategies for environmental sustainability, particularly initially. This is already being realized through the activities of the Sierra-San Joaquin Jobs First project, covering Fresno, Madera, Tulare, and Kings counties, and which is part of California's comprehensive Job First Regional Investment Initiative aimed at creating quality jobs and bolstering their resilience to climate and global challenges impacting the state's diverse regional economies. Within the Sierra-San Joaquin region, numerous convenings among a broad range of stakeholders have led to the adoption of a framework that prioritizes "climate solutions as economic development" and recognizes the state's broader climate targets and priorities. Regional priority industry sectors include: climate solutions; responsible food and agriculture systems; and circular manufacturing.

As indicated in the *Introduction and Overview*, the Madera County WDB's Local Plan is part of the PY 25-28 Regional Plan developed by the SJVAC RPU. Like Madera County WDB, the other seven local boards in the region are currently making a foray into climate- and environmental-focused workforce development. Within the expansive 10-county region, issues such as dead and dying trees, a movement away from fossil fuels, and water conservation needs, among others, are beginning to affect the focus and content of workforce programs. The Regional Plan envisions opportunities to test workforce strategies in support of public and industry-led environmental sustainability goals. As is common within the region, pilots that achieve successful outcomes are prime targets for replication and Madera County WDB will look for opportunities to adopt models with the potential to grow the local economy and create good jobs in promising career paths.

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.

A. 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 helps to inform not only how the WDB approaches 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, and Adobe Connect.
- The AJCC provides access to an online platform and staff may view training sessions related to various topics, enabling them to upgrade skills, including digital literacy.
- Frontline staff participated in the U.S. DOL-sponsored webinar “Learning and Leading: Service Delivery to Job Seekers in a Virtual Environment.”
- Staff has received training from “Engage by Cell” on targeting texting skills.

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.

In addition, staff has access to the Metrix Learning platform, which offers training on an array of subjects, including various digital technology skills. Managers can customize training plans for their staff.

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

Madera County WDB encourages and supports staff development. Training is frequently made available to staff to increase 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 years, WDB staff has participated in training dealing with cultural competence and trauma-exposed populations: Recently, this training has been focused on the provision of services to individuals from vulnerable groups, including: formerly incarcerated and justice-involved individuals; English language learners, LGBTQ+ individuals, persons with disabilities, and individuals facing mental health challenges.

Madera County WDB has continued to provide training that will increase staff knowledge and effectiveness working with individuals who have experienced and are living with the effects of trauma. The issue remains of utmost importance as staff have experienced significant "transferable trauma" by serving individuals who have experienced trauma. All WDB staff attended a full-day training session titled "Move Your Mountains" instructed by Jessica Janniere, a national expert on dealing with adversity. In addition, staff attended "Trauma Informed-System Change for Management" training and a session titled "Trauma-Informed/Trauma Awareness Overview." Recently, training for staff in self-care and handling stress has been provided by County Behavioral Health staff. In addition, Madera County WDB offered a full day of staff training during Workforce Professionals month that included topics in these areas.

C. Coordination of Rapid Response and Layoff Aversion Activities

For more than 30 years, since the passage of the Economic Dislocation and Worker Adjustment Assistance Act in the late 1980s, Madera County WDB has been providing rapid response services. As these services have been adopted into subsequent legislation, such as WIOA, staff has continued to refine 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. Once staff confirms a company's status and needs, direct assistance and workshops are made available. These services address tax credits, referrals to financial and other resources, training for new employees, and incumbent worker training. 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.

As 2023 and 2024 began to see a rise in worker dislocation, Madera County WDB began to build upon existing rapid response strategies, such as adding support from Mental Health Specialists.

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 quarterly. CVIER meetings are focused on business services and strategies but often include discussions around rapid response and layoff aversion activities. Madera County WDB and neighboring workforce areas work together to address events of dislocation, as workers impacted by such events may live across multiple counties.

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

Madera County WDB makes available a robust set of services for job seekers enrolled under the WIOA Title I Adult and Dislocated Worker programs. Benefitting from a human-centered approach to design, 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 in promising careers 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 2025-28 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 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. 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 on a pre-scheduled and as-needed basis.

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 for various programs;
- Outreach, intake, and orientation;
- Initial assessment of needs, background, circumstances, and interests;
- Labor exchange services;
- Referrals to a wide range of career services, education, and support agencies;
- 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. Workforce Assistance 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, outlining services to be provided;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services, such as workshops;
- 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 and 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, Welding, Accounting, Office Technology, Licensed Vocational Nurse (LVN), LVN to Registered Nurse (RN) Bridge Program; and Child Development. Madera Community College become California's 116th community college in July 2020 and continues to develop vocationally focused programs. Madera County WDB collaborates with Madera Community College to develop programs to add to the ETPL.

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. In addition, CVOC offers a high school equivalency program in English and Spanish that is completed concurrently with the training.

Madera Adult School offers HiSET, ESL, Adult Basic Education (ABE) and Citizenship classes. In addition, the adult school provides training in the suite Microsoft programs, general computer literacy skills, and Emergency Medical Technician (EMT) certification.

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, truck driving 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; P. Steve Ramirez Vocational Training Center; San Joaquin Valley College; and United Truck Driving.

Advanced Career Institute is now offering School Bus Driver Training locally through a partnership with the Madera Unified School District.

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.

Madera County WDB continues to increase its effectiveness in serving justice-involved individuals by forging strong relationships with local organizations and leaders. The County's Chief Probation Officer is a member of the WDB's Executive Committee and the WDB's Executive Director serves as the Vice Chair on Madera County's Juvenile Justice Coordinating Council.

E. 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 14 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 2024, Madera County WDB approved a policy change that moved the program from 100% focused on out-of-school youth to allowing up to 25% of funds to be used to serve in-school youth.

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. Services focus on providing academic support, helping youth identify areas of academic concern, assistance in overcoming learning barriers, and providing tools and resources to develop learning strategies.

Alternative Education: These services assist youth who have struggled in traditional secondary education or who have dropped out of school. When developing an Individual Service Strategy (ISS), staff assists youth in identifying needs pertaining basic education skills, individualized instruction, and English as a second language. Youth are referred to local service providers (e.g., Madera Adult School, Crescent View School) for evaluation. These providers work with youth to identify which path is better suited for them: credit recovery that leads to a high school diploma, or HiSET/GED, which leads to a high school equivalency certificate.

Paid Work Experience: This structured work-based learning experience provides opportunities for career exploration and skills development. Staff works with youth to explore career pathways by identifying in demand occupations utilizing ONET or other labor market information resources. Youth are referred to worksites where they learn about skills required for one or more occupations, appropriate workplace behavior, and how to obtain and retain a job. The work experience activity must align with a selected career pathway and/or provide entry-level skills. Work experience can be combined with occupational skills training and may occur concurrently or sequentially.

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. As part of a specialized workshop, youth engage in career exploration, identify an occupation of interest, and research the requirements and skill sets needed for the occupation. In addition, youth access LMI to verify that there is current and projected future demand for

the occupation in and around Madera County. Staff discuss career ladders/career pathways, salaries, recognized credentials (including stackable credentials) prior to processing a request for service. Staff obtain progress and attendance reports to follow a participant's progress while in training. Intervention and counseling are also provided as needed. Approximately three weeks prior to a participant's completion of training, placement opportunities (e.g., direct hire, OJT) are discussed and job search tools and assistance are provided by staff.

Education Offered Concurrently with Workforce Preparation: This integrated education and training model combines workforce preparation, basic academic skills, and occupational skills. Youth in need of employment while in training are provided with the opportunity to participate in work experience or direct placement and training. Youth complete a job preparation workshop and panel interview to ensure that they are job ready. Once youth are identified as job ready, they work with the WDB's Business Services Unit, which assists with job placement. Staff follow up with youth to monitor progress in work and training.

Leadership Development Opportunities: These services encourage responsibility, confidence, employability, self-determination, and other positive social behaviors. Periodically, youth are selected to assist in WIOA outreach activities such as job fairs, community events, and workshops.

Supportive Services enable a youth or young adult to participate in WIOA activities. Staff assess the needs of youth and determine supportive services that may be necessary to enable their participation in WIOA activities. These may include transportation, childcare, educational testing, physical exams, tools, equipment, clothing, books, and fees. Referrals are also made to local partners and community-based organizations for concurrent and/or leveraged support.

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. To support mentoring of youth, WDB staff are working to reengage volunteers. The pandemic hindered earlier efforts to build a strong mentoring component.

Follow-Up Services: Provided following program exit, these services ensure youth succeed in employment or education. During the eligibility process, all WIOA applicants sign a follow-up agreement, documenting their consent to participate in follow-up activities after exit. Staff conducts follow-up quarterly, during which they inquire about additional services needed such as skills upgrade classes, tools, equipment, and/or clothes to support employment retention. Per local board policy, follow-up services are capped at \$500. A minimum of three contact attempts are made and documented in CalJOBS. Staff obtain the proper documentation to verify and record employment outcomes.

Comprehensive Guidance and Counseling: Individualized counseling is provided to participants, including drug/alcohol and mental health counseling. Referrals are also made to partner programs, as appropriate. Staff coordinates with local organizations to

ensure service continuity, avoid duplication of efforts, and document services in the ISS. For youth working with multiple agencies, staff will schedule meetings to discuss their needs, determine next steps, and check progress of activities.

Financial Literacy Education: Youth participating in these services gain knowledge and skills they need to achieve long-term financial stability. All WIOA Youth Program participants are required to complete financial literacy training through which they gain valuable information on banking and learn how to read and obtain credit reports, budgeting, how to make informed financial decisions, and protect themselves from identify theft. Training is provided by an independent financial institution using a standardized curriculum.

Entrepreneurial Skills Training: Youth learn the basics of starting and operating a small business and develop entrepreneurial skills. Interested youth are connected to SCORE and/or the Small Business Administration to participate in a “Simple Steps for Starting Your Business” workshops, which cover business start-up basics, creating a business plan, marketing, budgeting, and financing/loans. Youth can meet and work with a mentor for guidance and support. WIOA funds may be able to sponsor the courses. Some workshops are self-paced, and support is available as needed. The Small Business Development Center also offers support to entrepreneurs and is co-located at the MCWAC.

Services that Provide Labor Market Information: These services offer employment and labor market information about in-demand industry sectors or occupations. All youth participate in career exploration/career awareness activities. Staff utilizes State and Federal LMI tools to access labor market and employment information for in-demand industry sectors or occupations available in the local area. In addition, career counseling services are included to provide information about resume preparation, interview skills, and the long-term benefits of postsecondary education and training.

Postsecondary Preparation and Transition Activities: Services assist youth in preparing for and transitioning to postsecondary education and training. Staff provides information on local colleges, private schools, admissions, financial aid applications and deadlines. Pre-requisites, academic requirements, and career pathways are explored. Postsecondary schools are identified from the ETPL. To assist them in making an informed decision when choosing a school, youth are required to visit/meet with training providers’ admissions staff to ask questions about curriculum, enrollment/completion rates, and employment rates after completion of training. If a youth is enrolled at Madera Adult School, they are also provided transition services by the State Center Adult Education Consortium’s Transitions Specialist. A Madera Community College counselor and enrollment advisor are also co-located at Madera WDB’s Workforce Assistance Center.

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

A structured digital skills assessment protocol has been implemented. This includes an initial assessment, during which various tasks are assigned to youth participants. As youth complete these tasks, staff evaluates their digital literacy skills. Participants that self-identify or are observed to lack digital skills are referred to IMAGO digital literacy modules. In addition, customers are provided information on several digital literacy platforms, including NorthStar, Microsoft Digital Literacy, and/or the Foundation for an Independent Tomorrow. These platforms are free and can assess an individual's digital literacy and knowledge of various systems and products. Results assist staff in guiding conversations around career pathways and the importance of digital literacy.

F. 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 (OSO) contract. An OSO request for proposals RFP was released in November for services beginning on July 1, 2025. OSO procurement takes place every four years.

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

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 as the 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 has led a process to competitively procure an AJCC/One-Stop Operator for five boards: Kings County, Madera County, Merced County, San Joaquin County and Stanislaus County. Madera County WDB currently contracts with Beaudette Consulting, Inc. as the One-Stop Operator (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 four decades, and presently oversees the MCWIC in the provision of these services. 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. In 2021, Madera County WDB received state approval to function as the provider of WIOA career services and is making application in 2025 to continue in this capacity.

V. SYSTEM PRIORITIES FOR PROGRAM YEARS 2025-28

As the Local Plan concerns not just the work of the WIOA Title I programs administered and operated by the Madera County WDB, but all of the organizations, programs, and services that comprise the local workforce development system, the WDB sought input from the full array of system partners and stakeholders. As described in Attachment I, three input sessions were held to gather input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below reflect major themes that arose during the community input sessions. These topics will be addressed by WDB and partner representatives throughout the period covered by this plan.

A. Job Seeker- and Worker-Focused Priorities

1. Expand the availability of English language acquisition services, such as Vocational English-a-Second Language (VESL) skills training.

The partners recognize that there are a substantial number of individuals in the County who are English language learners (ELLs) and that many of these individuals need to work while they are increasing their English fluency. Because it is frequently impractical for ELLs to become fully conversant in English before they begin work, short-term and contextualized English skills training and support should be expanded to increase their accessibility.

2. Identify and focus on “foundational skills” that cut across occupations and industries.

To build a larger and more robust pool of job ready individuals in Madera County, the workforce system should agree on a set of skills that are essential to a variety of workplaces and jobs and that make job seekers stronger candidates than those lacking such skills. Foundational skills may include literacy and numeracy, digital literacy, customer service, critical thinking and decision making, and interpersonal communication, along with other skills reflecting the requirements of local businesses.

3. Continue to work to strengthen the referral process among workforce system partners and stakeholders.

While the Madera County Workforce Assistance Center staff and representatives of the system partners regularly refer individuals between programs, referral processes could be improved through additional follow-up and tracking, as the use of an automated system or systems.

4. Continue to support and expand the use of co-enrollment strategies to meet the full range of participant needs.

The partners recognize that co-enrollment of some participants into two or more workforce and/or support programs can significantly increase their likelihood of success in preparing for work on and the job. As new partnerships are created (refer to item C.1, below), co-enrollment strategies and protocols should be developed.

B. Business-Focused Priorities

1. Expand pathways to entrepreneurship.

The local workforce system partners should explore opportunities and examine successful models to create paths to entrepreneurship for individuals with interest in starting their own businesses. Such approaches may consist of training in skills needed for business operations, management, and success.

2. Promote and support skills-based hiring.

As the pool of job seeking candidates fails to keep pace to meet the hiring needs of business, companies are opting for unique strategies to source talent. Hiring based on demonstrable skills (vs. educational attainment, certification, or past experience) is becoming a more common practice. Workforce system partners can support this practice through various actions and processes, such as assessing skills, developing skills-centered resumes, and preparing candidates to emphasize skills during interviews.

3. Build a set of workforce strategies that meet the specific needs of small business.

Representatives from small businesses, which represent the majority of commercial enterprises in Madera County, express that their workforce needs are different from those of medium or large sized businesses. Employee recruitment, hiring, training, and retention can be significantly more challenging. The workforce system could function more effectively as an intermediary between small business and job seekers/workers by developing strategies to better inform and prepare them to address opportunities and challenges associated with small business employment.

4. Develop and implement strategies to promote non-traditional candidates to businesses.

Various individuals face significant barriers to employment based on their status, background, and circumstances. These include, but are not limited to, formerly incarcerated and justice-involved individuals, persons with disabilities, English Language Learners, older workers, and disconnected youth. The workforce system partners should collaborate on the development of strategies to promote

these individuals as job candidates by focusing on their value as potential employees, which may include their skills, attitudes, and current behaviors.

5. Develop a business outreach campaign focused on the benefits of working with the local workforce system.

Together, the workforce system partners offer many potential benefits to business. To become the provider of choice for Madera County businesses, the partners should collaborate on the development of a campaign that promotes the many and varied benefits the workforce system provides to local companies.

6. Adopt a consultative approach to working with businesses.

As the workforce needs of business continue to evolve, so do the challenges they face in recruiting, training, and retaining workers. While the dynamic between workforce agencies and businesses has often been transactional and reactive, a more consultative approach, which addresses the unique needs of each business, may represent a more effective approach.

C. Other System Priorities

1. Expand the network of organizations in the local workforce system.

The workforce system partners in Madera County include an extensive group of organizations that include those mandated by federal and state agencies, along with many other entities that share common goals and objectives. The partners remain open to expanding this network to include other organizations.

2. Continue to study, track, and address the impact of artificial intelligence (AI) and other advanced technology applications on regional jobs and the workforce.

System partners acknowledge that AI will inevitably lead to changes in jobs, work requirements, and the labor market. These changes, along with those accompanying the adoption of robotics and other technologies, will also change the functions and services of the workforce development system partners. System leadership agrees that tracking, assessing, and responding to the impacts of AI and technology on employment will be an ongoing function over the next several years.

3. Work with a broad-based coalition of stakeholders, including education, government, business, and community-based agencies to develop and attract more Madera County-based skills training programs.

To meet the many job- and industry-specific skills requirements of Madera County businesses, more locally-based training programs are needed. Successfully attracting and developing new programs will require the efforts of all stakeholders.

4. Collaborate with education and training providers to make programs more accessible to a wide range of job seekers and working individuals.

Working individuals, adults and youth on probation, job seekers with limited childcare options, and others require training opportunities that are available during non-traditional hours or on-demand through technology. The system partners should assess communities' needs for flexible training schedules and devise strategies to meet these needs.

5. Continue to build strategies to support remote communities.

The WDB and other system partners continue to develop and implement strategies to support both businesses and job seekers in remote areas, including communities in Chowchilla and Eastern Madera County. Assessment of community needs and implementation of responsive services should continue to be developed and refined.

VI. APPENDICES

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-28 Local Plan, the WDB hosted a series of three community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included the following.

Priorities for Developing the Local Workforce:

Questions/topics addressed include, but were not limited to:

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about development of the local workforce.

This forum was held in-person on October 9, 2024.

Supporting Local Businesses’ Workforce Development Goals:

Questions/topics addressed include, but were not limited to:

- What support for hiring and training do businesses need most?
- How can the Workforce Assistance Center better prepare candidates for interviews and early success in the workplace?
- How can the Center and businesses work together to increase retention of new employees?
- Are there jobs for which more or new skills training is needed?
- What assistance do businesses need to increase or update the skills of their current workforce?
- Other ideas about workforce development support for businesses.

This forum was held via Zoom on October 29, 2024.

Strengthening Madera County’s Workforce System Partnerships:

Questions/topics addressed include, but were not limited to:

- In what ways are the workforce system partners working together to prepare job seekers to succeed in the workplace?
- In addition to the required partners, are there organizations, groups, or disciplines that we should be collaborating with?
- How can co-enrollment of job seekers in two or more programs help to improve outcomes?
- Are there ways that the partners can work together more effectively? Streamlining processes? Improving communication?
- Are there obstacles to coordination that we can work toward minimizing or resolving?
- Other idea about strengthening workforce system partnerships.

This forum was held via Zoom on October 30, 2024.

Local Plan Stakeholder and Community Engagement Outreach

Local System Priorities Input Session – October 9, 2024: In Person

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email; Online Registration	Alicia Aquirre		
Email; Online Registration	Amanda Ramirez		
Email; Online Registration	Ana Jasso		
Email; Online Registration	Arasely Rosas		
Email; Online Registration	Barbara Juarez	Attended	
Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Carmina Moreno		
Email; Online Registration	Danielle Beckett		
Email; Online Registration	DEBORAH MARTINEZ		
Email; Online Registration	Deisy Ruiz	Attended	
Email; Online Registration	ESTEBAN GONZALES		
Email; Online Registration	EVA HERNANDEZ		
Email; Online Registration	Gabrielle Mills		
Email; Online Registration	Brian Beck	Attended	
Email; Online Registration	jdenava@cvoc.org		
Email; Online Registration	Jeffery Hogue	Attended	

Email; Online Registration	Jessica Roche	Attended	
Email; Online Registration	Joe Perez		
Email; Online Registration	Jose Delgado	Attended	
Email; Online Registration	Karina Vera	Attended	
Email; Online Registration	Kevin Hatch		
Email; Online Registration	Kim Cowger		
Email; Online Registration	Leslie Goston		
Email; Online Registration	Lisa Morales		
Email; Online Registration	Lorenda Sanchez		
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marcy Guthrie		
Email; Online Registration	Maria Hernandez		
Email; Online Registration	Marie Harris		
Email; Online Registration	Marisa Etheridge		
Email; Online Registration	MELISSA ABBY		
Email; Online Registration	Michelle Hernandez	Attended	
Email; Online Registration	NAKIA VUE		
Email; Online Registration	Nancy Ramirez	Attended	
Email; Online Registration	Nicki Martin	Attended	
Email; Online Registration	Pang Vangyi	Attended	
Email; Online Registration	PEGGY MENDIBLES		
Email; Online Registration	Rhonda Corippo		
Email; Online Registration	Saul Palomares		
Email; Online Registration	Shaun Mee		
Email; Online Registration	SHELLY TARVER		
Email; Online Registration	Sherri Watkins		
Email; Online Registration	Ara Keledjian		

Email; Online Registration	Stephanie Osowski		
Email; Online Registration	STEVEN GUTIERREZ		
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Leticia Espinosa-Massoyan		
Email; Online Registration	Monica Beaudette		
Email; Online Registration	Marisol Rivera		
Email; Online Registration	Kristi DeBernardi		
Email; Online Registration	Tony Misner		
Email; Online Registration	Justin Garcia		
Email; Online Registration	Vivian Garcia		
Email; Online Registration	Michael Land		
Email; Online Registration	Jessica Fairbanks		
Email; Online Registration	Nickolas Trujillo		
Email; Online Registration	Ahmed Metwally		
Email; Online Registration	Aaron Chambers		
Email; Online Registration	Brett Frazier		
Email; Online Registration	Chuck Riojas		
Email; Online Registration	Debi Bray		
Email; Online Registration	Deborah Martinez		
Email; Online Registration	Donald Foster		
Email; Online Registration	Emilio Hipolito		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jorge DeNava		
Email; Online Registration	Lanie Suderman		
Email; Online Registration	Laura Gutile		
Email; Online Registration	Marie Marris		
Email; Online Registration	Mattie Mendez		

Email; Online Registration	Michelle Brunetti		
Email; Online Registration	Mike Fursman		
Email; Online Registration	Mike Lopez		
Email; Online Registration	Nichole Mosqueda		
Email; Online Registration	Omair Javaid	Attended	
Email; Online Registration	Robert L. Poythress		
Email; Online Registration	Todd Lile	Attended	
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Gabriel Mejia		
Email; Online Registration	Romana Davie		
Email; Online Registration	Roger Leach		
Email; Online Registration	Tim Riche	Attended	
Email; Online Registration	Rich Mostert	Attended	
Email; Online Registration	Virginia Mendez	Attended	
Email; Online Registration	Francisco Garcia	Attended	
Email; Online Registration	Paul Shoaf	Attended	
Email; Online Registration	Erick Flores	Attended	
Email; Online Registration	Cece Gallegos	Attended	
Email; Online Registration	Ernesto Garcia	Attended	
Email; Online Registration	Mona Huerta	Attended	
Email; Online Registration	Vanessa Veliz	Attended	
Email; Online Registration	Karina Melendez	Attended	
Email; Online Registration	Grace Hernandez	Attended	
Email; Online Registration	Gary Beaudette	Attended	
Email; Online Registration	Jasna Kuvacich	Attended	
Email; Online Registration	Maritza Garcia	Attended	

Employee Retention Forum – October 29, 2024: Virtual

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email; Online Registration	Aaron Chambers	Attended	
Email; Online Registration	Brett Frazier		
Email; Online Registration	Chuck Riojas		
Email; Online Registration	Debi Bray		
Email; Online Registration	Deborah Martinez	Attended	
Email; Online Registration	Donald Foster		
Email; Online Registration	Emilio Hipolito		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jorge DeNava	Attended	
Email; Online Registration	Lanie Suderman	Attended	
Email; Online Registration	Laura Gutile	Attended	
Email; Online Registration	Marie Marris		
Email; Online Registration	Mattie Mendez	Attended	
Email; Online Registration	Michelle Brunetti		
Email; Online Registration	Mike Fursman		
Email; Online Registration	Mike Lopez		
Email; Online Registration	Nichole Mosqueda		
Email; Online Registration	Omair Javaid	Attended	
Email; Online Registration	Robert L. Poythress		
Email; Online Registration	Todd Lile	Attended	
Email; Online Registration	Wendy Lomeli		
Email; Online Registration	Ahmed Metwally	Attended	
Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Erick Flores	Attended	

Email; Online Registration	Jessica Roche		
Email; Online Registration	Jorge Espinosa	Attended	
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marisol Rivera	Attended	
Email; Online Registration	Chris Childers		
Email; Online Registration	Andrea Robinson	Attended	
Email; Online Registration	Joannaa Borstad		
Email; Online Registration	Elishah Leon Guerrero		
Email; Online Registration	Rich Mostert	Attended	
Email; Online Registration	Diana Quintero		
Email; Online Registration	Reginald Thompson		
Email; Online Registration	Maritza Garcia		
Email; Online Registration	Nestor Alvarez Lopez		
Email; Online Registration	Nicki Martin	Attended	
Email; Online Registration	Ara Keledjian	Attended	
Email; Online Registration	Chris Childers	Attended	
Email; Online Registration	Maritza Garcia	Attended	
Email; Online Registration			

New Strategies for Partner Collaboration – October 30, 2024: Virtual

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email; Online Registration	Alicia Aquirre		
Email; Online Registration	Amanda Ramirez		
Email; Online Registration	Ana Jasso		
Email; Online Registration	Arasely Rosas		
Email; Online Registration	Barbara Juarez		

Email; Online Registration	Bertha Vega	Attended	
Email; Online Registration	Carminda Moreno		
Email; Online Registration	Danielle Beckett		
Email; Online Registration	DEBORAH MARTINEZ	Attended	
Email; Online Registration	Deisy Ruiz		
Email; Online Registration	ESTEBAN GONZALES		
Email; Online Registration	EVA HERNANDEZ		
Email; Online Registration	Gabrielle Mills		
Email; Online Registration	Brian Beck		
Email; Online Registration	Jorge DeNava	Attended	
Email; Online Registration	Jeffery Hogue		
Email; Online Registration	Jessica Roche		
Email; Online Registration	Joe Perez		
Email; Online Registration	Jose Delgado	Attended	
Email; Online Registration	Karina Vera		
Email; Online Registration	Kevin Hatch		
Email; Online Registration	Kim Cowger		
Email; Online Registration	Leslie Goston		
Email; Online Registration	Lisa Morales		
Email; Online Registration	Lorenda Sanchez		
Email; Online Registration	Maiknue Vang	Attended	
Email; Online Registration	Marcy Guthrie		
Email; Online Registration	Maria Hernandez		
Email; Online Registration	Marie Harris	Attended	
Email; Online Registration	Marisa Etheridge		
Email; Online Registration	MELISSA ABBY		
Email; Online Registration	Michelle Hernandez	Attended	

Email; Online Registration	NAKIA VUE		
Email; Online Registration	Nancy Ramirez	Attended	
Email; Online Registration	Nicki Martin		
Email; Online Registration	Pang Vangyi		
Email; Online Registration	PEGGY MENDIBLES		
Email; Online Registration	Rhonda Corippo		
Email; Online Registration	Saul Palomares		
Email; Online Registration	Shaun Mee		
Email; Online Registration	SHELLY TARVER		
Email; Online Registration	Sherri Watkins		
Email; Online Registration	Ara Keledjian	Attended	
Email; Online Registration	Stephanie Osowski		
Email; Online Registration	STEVEN GUTIERREZ		
Email; Online Registration	Wendy Lomeli	Attended	
Email; Online Registration	Leticia Espinosa-Massoyan		
Email; Online Registration	Monica Beaudette		
Email; Online Registration	Marisol Rivera	Attended	
Email; Online Registration	Kristi DeBernardi		
Email; Online Registration	Tony Misner	Attended	
Email; Online Registration	Justin Garcia		
Email; Online Registration	Vivian Garcia	Attended	
Email; Online Registration	Michael Land		
Email; Online Registration	Jessica Fairbanks		
Email; Online Registration	Nickolas Trujillo		
Email; Online Registration	Ahmed Metwally	Attended	
Email; Online Registration	Jose Pantoja	Attended	
Email; Online Registration	Paul Shoaf	Attended	

Email; Online Registration	Gary Beaudette	Attended	
Email; Online Registration	Ernesto Rodriguez	Attended	
Email; Online Registration	Aaron Chambers	Attended	
Email; Online Registration	Sandra Flores	Attended	

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PROGRAM YEAR 2025-2028 LOCAL PLAN
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i> No Comments Received		

2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i> No Comments Received		

Attachment 3**SIGNATURE PAGE**

The following signatures represent approval of the Local Plan by the Workforce Development Board of Madera County and the Chair 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**

Leticia Gonzales, Chair	Date



Madera County AJCC Q3Report FY 2024-25

Prepared by Gary Beaudette, One Stop Operator

1. Introduction

This report covers Quarter 3 (January 1 – March 31, 2025) for the Madera County America's Job Center of California (AJCC) Partnership. The quarter focused on strengthening coordination among partner agencies through in-person and virtual meetings, launching staff development initiatives, and aligning meeting content with the recently approved AJCC Continuous Improvement Plan (CIP).

Key highlights this quarter include:

- Two partner meetings (in-person and virtual) held on January 15 and February 12.
- Two cross-training sessions held in March, with presentations from five agencies.
- Strategic planning to embed goals from the CIP into all future partner meetings.

2. Objectives

Madera County AJCC Partnership continues to align with the California Workforce Development Strategic Plan and local MOUs. Key objectives include:

1. Align training with regional employer demand and sector needs.
2. Support underserved job seekers with clear career pathways.
3. Integrate partner services to reduce redundancy and improve outcomes.
4. Improve employer engagement and responsiveness.
5. Leverage data and technology to track referrals, performance, and impact.

In Q3, these objectives guided discussions and actions across meetings, especially with renewed focus on service integration and cross-agency understanding.

3. AJCC Partner Meetings – Overview

January 15, 2025 – In-Person Partner Meeting at MCWIC (Madera Workforce Assistance Center)

Facilitator: Gary Beaudette, One-Stop Operator

Time: 9:00 AM – 10:30 AM

Location: Madera County Workforce Assistance Center

This meeting focused on **partner engagement, collaborative planning, and setting a strategic direction for Q3 and beyond**. A values-based activity opened the meeting, in which each participant identified their four core values from a master list. The goal of the exercise was to build rapport, increase alignment, and highlight shared priorities among partners. Commonly cited values included **Problem-Solving, Teamwork, Growth, and Fairness**, setting a collaborative tone for the rest of the meeting.

Key Partner Updates:

- **Central Valley Opportunity Center (CVOC):** Truck Driving programs are operational. CVOC is hiring a new Truck Driving Instructor and reported PG&E assistance program funds have run out.
- **California Indian Manpower Consortium (CIMC):** Recruiting youth coordinators. Exploring training needs for an upcoming NorCal casino, including **cultural sensitivity training, gaming license prep, and administrative support roles**.
- **Department of Social Services:** Actively hiring 4 Employment and Training Workers and 2 Leads. The **STEP program for teens** is re-engaging with over 30 teens scheduled to participate. “Work & Wellbeing” is restarting.
- **MCWIC:** Shared updates on WIOA grants and efforts to support **justice-impacted individuals** with resumes and job readiness. Bertha (MCWIC) announced a new **Bus Driver Certification Program** (10 weeks) and a planned **Mobile AJCC Van**, funded by a John Irvine Foundation grant. Also working on **Ticket to Work** (for SSI recipients re-entering the workforce).
- **State Center Adult Education Consortium (SCAEC):** Transition Specialist Karina Vera is now regularly on-site at the AJCC. Working on survey response follow-up and piloting a new **Student Ambassador Program**. Promoting DataVista, a new data tool for adult education metrics.
- **Madera Adult School:** Announced **22 graduates from its Forestry Program**.
- **Event Announcements:**
 - **Truck Driver and Logistics Career Extravaganza** planned for April 17th, 2025.

- Madera Community College tour being organized.

The meeting also marked a **renewed focus on the AJCC Continuous Improvement Plan (CIP)**, approved in December 2024. Maiknue Vang emphasized that the CIP will now be **embedded in ongoing partner meetings**, helping close identified gaps in service delivery and collaboration. Cross-training was also discussed, with partners agreeing to hold **two sessions per year** – one in the spring and one in the fall – in **hybrid formats** for broader participation.

February 12, 2025 – Virtual Zoom Meeting

Facilitator: Gary Beaudette, One-Stop Operator

Time: 9:00 AM – 10:00 AM

This virtual session was centered on **strategic preparation for the upcoming March Cross-Training Days**, improving inter-agency referrals, and setting the stage for enhanced collaboration in Q4.

Key Items Discussed:

- **Cross-Training Logistics:**
 - Confirmed cross-training dates: **March 5th and March 12th, 2025**
 - Partners asked to prepare **5–10 minute presentations** on services, populations served, and referral processes.
 - Sessions to be recorded for onboarding and future training.
- **Referrals & Technology:**
 - Reviewed partner interest and progress with the **electronic referral system (Fillout)**.
 - Agreed on developing a **service-based referral model** rather than agency-specific routing.
 - Encouraged partners to submit dedicated emails for system testing and demo participation.
- **Partner Program Updates:**
 - **MCWIC:** Discussed staff changes and anticipated launch of **marketing efforts** tied to the mobile AJCC unit.
 - **DSS & CVOC:** Continued coordination on shared referrals and community events.

- **SCAEC & Madera Adult School:** Shared ongoing challenges with survey response rates and noted plans to improve adult learner engagement through ambassador-led outreach.
- **CIP Integration Reminder:**
 - Gary and Maiknue emphasized that **each AJCC meeting going forward will integrate goals and action steps from the new Continuous Improvement Plan (CIP)**. Partners are expected to align their reports and event planning with CIP focus areas such as improved referrals, survey participation, and onboarding consistency.

The meeting closed with reminders to submit cross-training slide decks and to promote participation among agency colleagues, especially those who did not present in the prior quarter.

4. Cross-Training Overview

Two cross-training sessions were conducted in March (March 5 and March 12), attended by AJCC and partner agency staff. While participation from attendees was solid, only five agencies presented:

- **Madera County Workforce Investment Corporation (MCWIC):** Shared core services, eligibility criteria, and referral process.
- **Madera Adult School:** Covered adult education programs and pathways to employment.
- **Central Valley Opportunity Center (CVOC):** Highlighted farmworker training programs, employment services, and WIOA programs.
- **Department of Social Services:** Presented on CalWORKs, supportive services, and job-readiness support.
- **State Center Adult Education Consortium (SCAEC):** Provided information on adult education coordination efforts across Madera County.

Disappointment was expressed regarding limited agency participation in presenting, prompting a renewed push for stronger engagement moving forward.

5. Highlights of the Quarter

- **CIP Integration:** Future meetings will now regularly include CIP goal reviews to align activities and ensure accountability.
 - **Cross-Training Videos:** All presentations were recorded and are being edited for onboarding and future staff training use.
 - **Referral System Assessment:** Early discussion began around exploring a simplified referral tracking process, though no system was selected yet.
 - **Partner Coordination:** Meetings maintained a strong focus on shared service delivery and reducing client handoff friction.
-

6. Opportunities for Improvement

- **Cross-Training Participation:** Only 5 out of 12 core partners participated in presenting; follow-up will be done to ensure stronger turnout next quarter.
 - **Consistent Meeting Attendance:** Several partners missed both meetings and training days; calendar invites and reminders will be more structured.
 - **Referral Integration:** A more formalized referral tracking tool remains an ongoing need. Partner feedback will guide next steps.
 - **CIP Visibility:** Many partners were not yet familiar with the CIP; future meetings will include a review of one section per session to ensure all are aligned.
-

7. Continuous Improvement Focus

The Madera County AJCC Continuous Improvement Plan (2025–27) outlines key benchmarks to strengthen client outcomes and service delivery. Q3 action steps include:

- Educating all partners on the plan's goals and metrics
 - Embedding CIP objectives into future agendas
 - Collecting informal feedback from partners on CIP alignment and agency readiness
-

8. One-Stop Operator Activities

- Facilitated two AJCC partner meetings (1 in-person, 1 virtual)
 - Organized two cross-training events and coached presenting agencies
 - Recorded all presentations and is currently editing for future use
 - Developed a new process for incorporating the CIP into meetings
 - Provided follow-up with partners who missed events to encourage re-engagement
-

9. Conclusion

Quarter 3 marked a pivot toward tighter integration of Madera's AJCC goals with its Continuous Improvement Plan. While cross-training attendance and partner participation have room to grow, progress was made in enhancing collaboration and communication. The recordings and meeting structure changes set the stage for stronger alignment in Q4. Future success will depend on consistent partner engagement and follow-through on CIP-aligned objectives.



INDIVIDUAL TRAINING ACCOUNT POLICY

EDD Revision Date: N/A

WDB Review Date: 9/11/00; 7/17/06; 3/22/07; 12/18/09; 6/21/12; 2/28/13; 6/27/13; 5/22/14; 12/17/15; 5/4/16; 6/16/16; 7/28/16; 12/15/16; 8/23/18; 6/17/21; 6/16/22; [4/17/25](#)

Deleted: ,

Deleted:

EXECUTIVE SUMMARY:

Purpose:

This document establishes the policy of the Workforce Development Board of Madera County on training services for adults, dislocated workers, and out-of-school youth ages 18-24 as provided through Individual Training Accounts and is effective upon approval by the Board.

References:

- Workforce Innovation & Opportunity Act (WIOA) Section 134(c)(3)
- Title 20 CFR 680.230
- Title 20 CFR 680.300-340

Policy:

WIOA funding for training is limited to participants who are unable to obtain grant assistance from other sources to pay the costs of their training or who require assistance beyond that available under grant assistance from other sources to pay the costs of such training. One-stop operators and training providers must coordinate funds available to pay for training, taking into account the full cost of participating in training, including the cost of support services and other appropriate costs. Program staff must consider the availability of other sources of grants to pay for training costs such as Temporary Assistance for Needy Families (TANF), State-funded training programs, and Federal Pell Grants, so that WIOA funds supplement other sources of grant funding. A WIOA participant may enroll in WIOA-funded training while their application for a Pell Grant is pending, as long as arrangements have been made with the training provider and participant regarding allocation of the Pell Grant. If a Pell Grant is subsequently awarded, the training provider must reimburse the one-stop operator for the amount of WIOA funds used to underwrite the training for the amount covered by the Pell Grant.

Training services for eligible individuals are typically provided by training providers who receive payment for their services through an Individual Training Account (ITA). The ITA is a payment agreement established on behalf of a participant with a training provider. WIOA title I-eligible adults who are members of a priority group, dislocated workers, and out-of-school youth ages 18-24 may purchase training services from eligible providers they select in consultation with the

case manager. This consultation will include discussion of the quality and performance information on the available training providers. Training programs selected must be directly linked to an in-demand industry sector or occupation in the local area or in the planning region, or in another area to which a participant receiving such services is willing to relocate. Priority will be given to programs that lead to recognized post-secondary credentials that are aligned with such in-demand industry sectors or occupations in the local area. A local board may approve training services for occupations determined by the local board to be in sectors of the economy that have a high potential for sustained demand or growth in the local area.

Payments from ITA's may be made in a variety of ways, including the electronic transfer of funds through financial institutions, vouchers, or other appropriate payment methods. Payment for ITA's issued under this policy may be paid:

- Incrementally, at an hourly rate for training, based on the hours of training successfully completed each month, throughout the participant's training program; or
- Incrementally, at a per module rate for training, based on the successful completion of specific modules or other measurable segments of training; or
- For community college or other public educational institution-based training, at the time of enrollment into each semester or quarter of the training program, as specified by the enrollment policies of the institution.

The agreed upon payment structure for each occupational skills training provider will be outlined in the payment provisions section of the contract between the institution and the Board and will be specified for each participant enrolled in the ITA voucher issued for that participant.

Title 20 CFR 680.310 allows the State or Local Workforce Development Board to impose limits on the dollar amount and/or duration for Individual Training Accounts. Limitations established by a local Board policy must not undermine, but rather should maximize, customer choice in the selection of an eligible training provider.

Based on the results of an individual assessment and on funding availability, ITA's may be awarded to eligible adults who are members of a priority group, dislocated workers, and out-of-school youth ages 18-24. Each ITA will be subject to a maximum dollar amount of \$6,000 for tuition and additional training costs as listed on the ETPL. The maximum duration of an ITA will be two years. A second ITA may be issued to a participant based on exceptional economic or personal circumstances at the discretion of the Executive Director; however, a second ITA would generally not be approved for training requests in the same occupation or within less than 3 years of the completion of the first ITA. Prior to the issuance of an ITA, justification must be provided which supports that training is necessary for the individual to obtain appropriate employment leading to self-sufficiency, and that the career options following completion of training are in demand in the local area. An ITA will only be issued for those costs in excess of all other available sources of financial assistance, including PELL Grants, Community College Board of Governors (BOG) fee waivers, Cal Grants, private or institution-specific scholarships, or other available resources.

The \$6,000 limit is for costs required for the selected training program and may be waived for extenuating circumstances as determined by the local Board or the Executive Director. One example of such extenuating circumstances would be for those dislocated workers who are eligible for training services, but, due to their earnings prior to dislocation, are not eligible for any

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other form of non-repayable financial assistance, or for whom such financial assistance is limited. The \$6,000 limit includes all training costs required to participate in and successfully complete a training program, as listed on the ETPL. When awarding an ITA, consideration must be given to labor market demand in the local area or in the area to which the trainee intends to relocate.

An ITA may only be issued for courses or programs published in the Statewide Eligible Training Provider List and approved by the local Board. Local Community Colleges, Adult Schools, and other public training institutions will always be given priority for training referrals, when the training course is comparable to that offered at a Private Training Institution.

An individual must be enrolled in approved training within 90 days from the date of issuance of the ITA. An individual will be considered "enrolled" in training if they are: 1) pre-registered for classes or on the waiting list for an approved provider; and 2) have a start date for their training; and 3) the start date is not more than one quarter or term away.

An individual must be making satisfactory progress in training to access all payments from their ITA. Satisfactory progress is defined, for local purposes, as receiving passing scores in all courses related to their program and meeting all attendance and behavior requirements mandated by their school of attendance. The educational institution will certify that an individual is making satisfactory progress through official attendance and progress reports signed by the registrar, instructor, or equivalent person designated by the educational institution.

If an individual drops out or otherwise withdraws from ITA-funded training prior to completion **without cause**, the individual will be billed for ITA payments made to the training provider on their behalf. Adequate cause for dropping or otherwise withdrawing from training could include, but is not limited to: severe medical condition which prevents the individual from participating for a period of more than 90 days; serious illness or death of a family member that prevents the individual from participating for more than 90 days; or the necessity to relocate out of the area. The Executive Director will determine whether sufficient cause for dropping or withdrawing from training exists on a case-by-case basis.

EXCEPTIONS TO INDIVIDUAL TRAINING ACCOUNTS:

Title 20 CFR Section 680.320 allows the use of contracts for training services other than Individual Training Accounts under certain circumstances. These circumstances include only one or more of the following:

- When the services provided are On-the-Job Training, customized training, incumbent worker training or transitional jobs;
- When the local Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITA's. In this event, the local Plan will describe the process to be used in selecting the providers under a contract for services. The process will include a public comment period for interested providers of at least 30 days;
- When the local Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization or another private organization to serve individuals with barriers to employment. The local

Board will determine criteria to be used in determining demonstrated effectiveness as required in 20 CFR 680.320(a)(3);

- When the local Board determines that it would be most appropriate to contract with an institution of higher education or other eligible provider of training services to facilitate the training of multiple individuals in in-demand industry sectors or occupations, provided that the contract does not limit customer choice; and/or
- When the local Board is considering entering into a pay-for-performance contract consistent with the requirements of 20 CFR 683.510.

ACTION:

This policy replaces the previous version approved by the Board on June 16, 2022, and is effective on the date of approval by the Board. Please retain this policy until further notice.

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INQUIRIES:

If you have questions, please contact the Executive Director at (559) 662-4589.



ADULT PROGRAM PRIORITY OF SERVICE POLICY

EDD Revision Date: 6/30/15; 1/22/16, 11/8/2024
WDB Review Date: 7/17/03; 3/22/07; 4/26/07; 6/21/07; 5/22/08; 7/7/08; 3/21/13; 12/17/15;
5/4/16; 4/19/18; 4/17/25

EXECUTIVE SUMMARY:

Purpose:

This document establishes the Workforce Development Board of Madera County's policy and establishes the procedures regarding priority of service for recipients of public assistance, other low income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act (WIOA) Title I Adult program funds.

Effective Date:

This policy is effective- on the date of approval by the Workforce Development Board.

References:

- WIOA (Public Law 113-128) Sections 3 and 134
- Title 20 Code of Federal Regulations (CFR) WIOA Final Rule, Sections 680.150, 680.600, 680.650
- Training and Employment Guidance Letter (TEGL) 07-20, Effective Implementation of Priority of Service Provisions for Most in Need Individuals in the Workforce Innovation and Opportunity Act (WIOA) Adult Program (November 24, 2020)
- TEGL 19-16, Guidance on Services Provided Through the Adult and Dislocated Worker Programs Under the WIOA and the Wagner-Peyser Act Employment Services (ES), as Amended by Title III, Under the WIOA Final Rule (March 1, 2017)
- Workforce Services Directive WSD22-15, WIOA Data Validation Source Documentation
- WSD19-09, Strategic Co-Enrollment – Unified Plan Partners (February 12, 2020)
- WSD19-04, Priority of Service for Veterans and Eligible Spouses, (September 11, 2019)

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Employment Development Department Directive
WSD15-14¶
WIOA (Public Law 113-128) Sections 3 and 134¶
Title 20 Code of Federal Regulations (CFR) Sections
680.150, 680.600, 680.610, and¶
680.650¶

State-Imposed Requirements:

This policy contains some state-imposed requirements. These requirements are in ***bold, italic type***.

Background:

The WIOA requires priority of service for adult employment and training activities for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, which includes English Language Learners, for individualized and training services. Veterans and eligible spouses continue to receive priority of service for all Department of Labor (DOL) funded programs amongst all participants.

Policy and Procedures:

Definitions

For purposes of this policy, the following definitions apply:

Basic Skills Deficient – An individual that is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the individual's family, or in society (WIOA Section 3 [5]). ***Criteria used to determine whether an individual is basic skills deficient include the following:***

- ***Lacks a high school diploma or high school equivalency and is not enrolled in secondary education.***
- ***Enrolled in a Title II Adult Education/Literacy program.***
- ***English, reading, writing, or computing skills at an 8.9 or below grade level.***
- ***Determined to be Limited English Skills proficient through staff-documented observations.***
- ***Other objective criteria determined to be appropriate by the Local Area, as documented in local policy.***

Case Notes – Case notes refer to either paper or electronic statements by the case manager that identify, at a minimum, the following:

- A participant's status for a specific data element.
- The date on which the information was obtained.
- The case manager who obtained the information.

Low-Income – An individual that meets one of the four criteria below:

1. Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) program, Supplemental Security Income (SSI) program, or state or local income-based public assistance.

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Deleted: The Workforce Investment Act required that if funds allocated to a Local Area for adult employment and training activities were limited, priority of service was to be provided to recipients of public assistance and other low-income individuals for intensive and training services.¶

¶
The WIOA made several changes to the priority of service requirement by adding individuals who are basic skills deficient as a priority population, changing intensive services to individualized career services, and removing the provision stating priority of service is only applied if funding is limited.¶
Veterans and eligible spouses continue to receive priority of service for all Department of Labor (DOL) funded programs amongst all participants. These requirements were not affected by the passage of WIOA and must still be applied in accordance with guidance previously issued by the DOL and Workforce Services Directive WSD08-10.¶

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¶
As stated in WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.¶

¶
Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.¶

¶
Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program

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2. In a family with total family income that does not exceed the higher of the following:
 - a. The poverty line; or
 - b. 70 percent of the Lower Living Standard Income Level.
3. A homeless individual.
4. An individual with a disability whose own income meets the income requirement, but who is a member of a family whose income does not meet the requirement. (Reference WIOA Section 3[36])

Public Assistance Recipient – An individual that receives federal, state, or local government cash payments for which eligibility is determined by a needs or income test (WIOA Section 3[50]).

Self-Attestation – Self-attestation (also referred to as a participant or applicant statement) occurs when a participant states their status for a particular data element, and then signs and dates a form acknowledging this status. The key elements for self-attestation are as follows:

- The participant identifying their status for permitted elements.
- The participant signing and dating a form attesting to this self-identification. The form and signature can be on paper or in CalJOBS with a remote signature. For more information on the CalJOBS Remote Electronic Signature feature, refer to the CalJOBS Remote Electronic Signature User Guide located in the Staff Online Resources section of CalJOBS.

While self-attestation should not be the primary method of gathering documentation to verify data elements, it may be used when an item is unverifiable, or it is unreasonably difficult to obtain. The applicant's difficulty in obtaining documentation does not need to entail hardship or suffering to justify using self-attestation.

Career and Training Services

Under WIOA, the WIA core and intensive services are merged into a new category entitled "career services." The career services category includes basic career services, found at WIOA Section 134(c)(2)(A)(i)-(xi), and individualized career services, found at WIOA Section 134(c)(2)(A)(xii). Basic career services are not subject to the priority of service requirement. However, individualized career services and training services are subject to the requirement (Title 20 CFR NPRM Section 680.150).

Priority of Service Requirement

As stated in WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (including English Language Learners).

Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

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

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¶ Note that self-attestation is not to be used as the primary method of gathering documentation to verify data elements. Self-attestation as a documentation source is only to be used when the preferred options of paper documentation or third party corroboration are not available.¶

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WIOA Section 134 (c)(3)(E). As described in TEGL 10-09, 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 recipient 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. Priority populations established by the Governor and/or Local Workforce Development Board (Local Board).
5. Other individuals not included in WIOA's priority groups. [Reference – TEGL 19-16]

For additional guidance on providing priority of service to veterans through the AJCC system, refer to WSD19-04.

Local Workforce Development Boards (local boards) may establish additional priority groups for their Local Area (e.g., residents of the local area, individuals with disabilities, ex-offenders, etc.).

Additional priority groups designated by the Workforce Development Board of Madera County include individuals with disabilities and ex-offenders.

It is the policy of the Workforce Development Board of Madera County to provide priority for receipt of 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.

Priority of Service Calculation

The state priority of service rate is calculated based on the number of participants exited from the program who are identified as a priority population and received an individualized career or training service during their period of participation. This number is divided by the total number of participants exited from the program who have received an individualized career or training service.

Local Areas can view and analyze their priority of service rate by accessing the WIOA Adult Priority of Services report in CalJOBS. **Local Areas should strive to achieve the 75 percent priority of service rate of individuals in an individualized career or training service. The State may choose to review Local Area specific data to determine if technical assistance will be needed.**

Individualized Career and Training Services

Under WIOA, only Individualized Career and Training Services are subject to the priority of

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Individuals who are the recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.¶

Veterans and eligible spouses who are not included in WIOA's priority groups.¶
Other individuals not included in WIOA's priority groups.

Deleted: For additional guidance on providing priority of service to veterans through the one-stop system, the guidance provided in Workforce Services Directive WSD08-10 will be followed.

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Basic Career Services¶

¶

Basic career services must be made available to all individuals seeking services offered by the one-stop delivery system, and include the following:¶

¶

Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs.¶

Outreach, intake (including identification through the state's Worker Profiling and Reemployment Services system of unemployment insurance (UI) claimants likely to exhaust benefits), and orientation to information and other services available through the one-stop delivery system.¶

Initial assessment of skill levels including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skill gaps), and supportive service needs.¶

Labor exchange services, including the following:¶

Job search and placement assistance and, when needed by an individual career counseling, such as the information on in-demand industry sectors and occupations as well as non-traditional employment.¶

Provision of referrals to, and coordination of activities with, other programs and services, including those within the one-stop delivery system and, when appropriate, other workforce development programs.¶
Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, including the following:¶

Job vacancy listings and the job skills necessary to ...

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service requirement as outlined in 20 CFR Section 680.600. The requirement does not apply to Basic Career Services.

Individualized Career Services

- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include the following:
 - o Diagnostic testing and use of other assessment tools.
 - o In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information about, eligible training providers.
- Group and/or individual counseling and mentoring.
- Career planning (e.g. case management).
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training. In some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.

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Training Services

Training services are subject to priority of service, and consist of the following:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training.
- Incumbent worker training.
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs.
- Job readiness training provided in combination with another training service.
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination

with another training service.

- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Documentation

The Madera County Local Workforce Development Area may use the following sources of documentation below to verify whether an adult participant qualifies for priority of service under WIOA:

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PRIORITY OF SERVICE	
Priority of Service Criteria	Acceptable Documentation (Only the documentation sources listed below may be used.)
1. <u>Public Assistance Recipient</u>	• <u>TANF Eligibility Verification</u> • <u>TANF Period of Benefit Receipt Verification</u> • <u>Referral Transmittal from TANF</u> • <u>SSI/SSDI Receipt of Benefits Verification</u> • <u>Referral Transmittal from Social Security Administration</u> • <u>SSI/SSDI Eligibility Verification</u> • <u>SNAP Eligibility Verification</u> • <u>Documentation of Food Stamp Benefit Receipt</u> • <u>Referral Transmittal from SNAP</u> • <u>Copy of Authorization to Receive Cash Public Assistance</u> • <u>Copy of Public Assistance Check</u> • <u>Medical Card Showing Cash Grant Status</u> • <u>Public Assistance Eligibility Verification</u>

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PRIORITY OF SERVICE	
Priority of Service Criteria	Acceptable Documentation (Only the documentation sources listed below may be used.)
2. Low Income	• <u>Award Letter from Veteran's Administration</u> • <u>Pay Stubs</u> • <u>Compensation Award Letter</u> • <u>Court Award Letter</u> • <u>Pension Statement</u> • <u>Employer Statement/Contact</u> • <u>Family or Business Financial Records</u> • <u>Housing Authority Verification</u> • <u>Quarterly Estimated Tax for Self-Employed Persons</u> • <u>Social Security Benefits</u> • <u>UI Claim Documents</u> • <u>Copy of Authorization to Receive Cash Public Assistance</u> • <u>Copy of Public Assistance Check</u> • <u>Public Assistance Eligibility Verification</u> • <u>For Youth Participant Only: Case Note Documenting Living in a High Poverty Area</u> • <u>Self-Attestation</u>
3. Basic Skills Deficient	• <u>Assessment Test Results</u> • <u>Applicable Records from Education Institution (transcripts, academic assessments, or other school documentation)</u> • <u>Case Notes</u> • <u>Self-Attestation</u> <u><i>The local area provides an academic assessment for all enrolled individuals, and assessment scores will be used to verify instances of self-attestation.</i></u>

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Deleted: If an individual is an English Language Learner (ELL) AND basic skills deficient, then a signed application is sufficient to document ELL/basic skills deficient.¶ However, if the participant is basic skills deficient and NOT ELL, then a case note and/or assessment is needed.

For reporting and statistical purposes, it is recommended by the State EDD that the Madera County Local Workforce Development Area document all barriers of employment to accurately measure populations served within the AJCC system. In addition, Local Areas should review and update policies and procedures, as necessary, including the monitoring of these policies and procedures in AJCCs, to align with the priority of service rate requirement.

For additional guidance on participant source documentation requirements, refer to WSD22-15.

ACTION:

This policy replaces the previous version which was approved by the Board on April 19, 2018. Please retain this policy until further notice.

INQUIRIES:

Questions regarding this policy should be directed to the Executive Director or designee at (559) 662-4500.

The Workforce Development Board of Madera County is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

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- Recipient of Public Assistance
- Copy of authorization to receive cash public assistance
- Copy of public assistance check
- Medical card showing cash grant status
- Public assistance records
- Refugee assistance records
- Low Income
- Alimony agreement
- Award letter from veteran's administration
- Bank statements
- Compensation award letter
- Court award letter
- Pension statement
- Employer statement/contact
- Family or business financial records
- Housing authority verification
- Pay stubs
- Public assistance records
- Quarterly estimated tax for self-employed persons
- Social Security benefits
- Unemployment Insurance documents
- Self-attestation, as defined on page 3 of this policy
- Basic Skills Deficient
- School records
- Results of academic assessment
- Case notes, as defined on page 3
- Self-Attestation, as defined on page 3

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San Joaquin Valley & Associated Counties Regional Planning Unit

REGIONAL PLAN



2025 - 2028

 Doris Foster, Director
 sjvac@stanworkforce.com
 (209) 558-2100

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I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the San Joaquin Valley and Associated Counties (SJVAC) RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2025-28, which covers July 1, 2025 through June 30, 2029.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in a global economy. WIOA represents the most recent version of federal workforce legislation providing funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA requires that a workforce development board (WDB) be established in each local workforce development area (LWDA). The area's chief local elected officials appoint members to the WDB. Local workforce development boards are business-led and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the WDB.

While the PY 2025-28 Regional Plan addresses the programs, services, and activities of many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the development and publication of the Plan and that prescribes its core content.

B. Regional Plans and the WIOA Planning Structure

The SJVAC RPU Regional Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where Governors have established workforce planning regions encompassing one or more LWDA's, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. The SJVAC RPU is one of California's fifteen workforce regions.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that Local Plans be incorporated into the Regional Plan. Therefore, the PY 2025-28 SJVAC RPU Regional Plan includes the PY 2025-28 Local Plans developed by the region's eight local WDBs.

C. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the state's priorities for the public workforce system. Under the leadership of the Governor and the Secretary of the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes opportunity, job quality, and environmental sustainability for all Californians. The state is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those

with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the California Workforce Development Board (CWDB) pursues these aims is through its “High Road” programming. High Road refers to a “family of strategies” for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds upon areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct “flavors” or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB’s workforce efforts. They include: (1) lifting all workers to the “High Road;” (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the SJVAC RPU Regional Plan Local Plan and the eight associated Local Plans support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within local labor markets and regional economies.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to self-sufficiency and the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

D. Overview of the SJVAC RPU and the Region

The parties to the Regional Plan are the eight local workforce development boards 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 WBDs were all actively involved in the regional planning process by reviewing State guidance; engaging external expertise to assist in the process; providing resource documents; organizing regional forums; and meeting as a group to share insights, make decisions, and establish priorities for regional

coordination. As the designated lead for the RPU, development of the PY 2025-28 Regional Plan was 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 California. With approximately 4.3 million residents, the region is more populous than 25 states.

E. Guiding Principles

In addition to support for the State Plan, the SJVAC RPU Regional Plan is built upon five principles, which represent the values, vision, and commitment of the Central Valley's workforce stakeholders. They include:

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

Regional Sector Pathways are an Effective Approach to Meeting Demand: Structured, high-quality education, training, and support programs offer opportunities for success for everyone who is preparing for a career.

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

Long-Term Regional Collaboration: The Central California Workforce Collaborative (CCWC) is a manifestation of a partnership that has existed for 40 years. Through the joint efforts of the eight WDBs, this collaboration has yielded many benefits.

Climate Resilience and Environmental Sustainability Are Critical to the Regional Economy: Every occupation and industry is affected by climate change and/or influences the environment to varying degrees. As California moves toward a carbon-neutral economy, entire industries are changing, along with the jobs, knowledge, and skills needed within those sectors.

F. Approach to and Context for Plan Development

To support development of the PY 2025-28 Plan, the region contracted with experienced workforce and economic development subject matter experts to design the stakeholder engagement process, analyze labor market and workforce data, facilitate community forums, and craft the language of the plan. Local board directors, managers, and staff were active during every stage of the plan development. The content of the Plan contemplates myriad opportunities and challenges that are expected to persist over its four-year span. Among these are:

Potential Challenges

An Aging Workforce: A large number of baby boomers and even later generations are retiring, creating a potential gap in experienced workers.

Skill Shortages Resulting from Automation: Rapid technological advancements, including artificial intelligence and robotics, may render certain skills obsolete, requiring significant workforce upskilling.

Attracting and Retaining Talent: Competition for skilled workers is expected to intensify, making it challenging to attract and retain talent.

A Multigenerational Workforce: Managing diverse generations with different expectations and work styles within the same workplace.

Work-Life Balance and Flexibility: Balancing employee demands for flexible work arrangements with the need for productivity and performance.

Funding for the Workforce System: Managing costs that continue to rise and the increasingly complex needs of customers, while funding for the system has not kept pace.

Key Opportunities

Leveraging artificial intelligence in recruitment: Utilizing these tools to analyze candidate data and efficiently identify talent matches.

Upskilling and reskilling initiatives: Investing in training programs to equip current employees with the skills needed for emerging technologies.

Focus on employee experience: Prioritizing employee well-being, engagement, and career development to improve retention.

Remote work and hybrid models: Offering flexible work arrangements to cater to diverse employee needs.

Data-driven decision making: Utilizing data analytics to inform workforce strategies and talent management.

Building a learning culture: Encouraging continuous learning and adaptability to keep pace with technological advancement.

G. Program Year 2025-28 Regional System Priorities

During the process used to develop the PY 2025-28 Regional Plan, business and industry leaders, community members, regional stakeholders, and system partners were invited to participate in a series of discussions regarding the direction of the local workforce system over the next four years. As a result of these discussions, the following priorities have been identified:

- Focus on key industries
- Support businesses in managing change
- Engage businesses in the design and delivery of training
- Address climate impacts on economy and work
- Identify and train the workforce in core employability skills
- Prepare youth and young adults for careers
- Recognize changes in worker priorities
- Leverage under-resourced workers
- Bring services to communities
- Expand collaboration

Section IX of this plan summarizes these and other regional issues, strategies, approaches, and key considerations that workforce system leadership and system partners will examine over the four-year course 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 a broad range of expertise and resources, the SJVAC RPU has completed an analysis of labor market data, as well as economic conditions and trends in the region, and analysis of the educational attainment of the current workforce.

As the lead organization for the SJVAC RPU, Stanislaus County WDB engaged the Tulare County WIB to complete data analysis required for the Plan. In January 2025, Tulare County published the results of this analysis in a report titled [“San Joaquin Valley Regional Planning Unit: Data Analysis for Regional Plan PY 2025-28.”](#) The analysis is accessible in its entirety through the preceding hyperlink.

Data Analysis Methodology

The data presented by Tulare County WIB representatives (hereafter “the analysts”) supports regional planning objectives linked to the labor market and workforce. The analysts used publicly available data from several federal agencies, including the Bureau of Labor Statistics, Bureau of Economic Analysis, and the Census Bureau, as well as from Lightcast, a private data analytics service that conducts additional analysis using public data sets, private sources, and proprietary data analytics.

Aside from Decennial Census data, which this report only contains embedded in survey benchmarks and other data smoothing methods, all data analysis is based on survey methods and derivations of those outputs. The main survey used is U.S. Census Bureau's American Community Survey (ACS). This is a yearly survey on a wide-reaching array of economic, social, demographic, and employment topics. Survey results are presented in 1-year estimates (ACS 1-year) and 5-year estimates (ACS 5-year). Generally, the report relies on ACS 2023 1-year data, as it presents the most current available data. In some instances ACS 5-year estimates are presented. ACS 5-year estimates cannot and should not be directly compared with ACS 1-year estimates.

In addition, the analysts make use of Industry and Occupational data that was prepared by the California Employment Development Department (EDD) for Unemployment and industry level analysis. These EDD reports also use a combination of the U.S. Department of Labor's Current Population Survey (CPS) and Current Employment Statistics (CES). EDD generally rounds figures to the nearest -100, and the estimates presented should not be interpreted as a census of workers.

Projections of employment or industry activity are derived using myriad methods. No single method, combination of methods, or algorithm can be used to predict the future. However major industry trends should be considered when devising workforce development strategies.

Lightcast shares its methodology publicly and it is available for review at no cost. A non-comprehensive list of resources is attached to the Regional Plan Data Analysis report for readers to use to further examine data.

Overview

Data analysis conducted to support the SJVAC RPU's PY 2025-28 Regional Plan serves as a critical tool to support workforce planning and strategic decision-making aimed at fostering economic growth and addressing workforce challenges within the region, including the development of career pathways linked to growth industries and other strategic and promising sectors. This comprehensive analysis of the region's labor market and economic trends will inform workforce development strategies for the coming years.

The report on which data in this section of the Plan is based highlights resilience in recovery from the pandemic, showcasing significant job growth and economic gains across key sectors and industries. Between 2019 and 2024, total nonfarm employment grew by 9.67%, with sectors like Educational and Health Services (+19.55%) and Trade, Transportation, and Utilities (+12.77%) leading this expansion. However, the region continues to see weakness relative to the rest of the state when it comes to high wage employment in sectors such as technology, media, and other higher end service and manufacturing jobs.

The San Joaquin Valley has taken advantage of its geographic endowments to support the emerging logistics and e-commerce economy. Affordable land and the central location of the region relative to the rest of the state have led to strong job growth in associated industries. These growth sectors are driven by increased consumer demand for healthcare and logistics services, positioning the Central Valley as a critical hub for e-commerce and community services. Conversely, traditional sectors like agriculture experienced job losses, with Crop Production declining by 7,531 jobs (-12%). This trend reflects broader challenges such as water scarcity, advancements in automation used in agriculture, and Sustainable Groundwater Management Act (SGMA) related water conservation, which all underscore the importance of adapting workforce strategies to these economic shifts.

Despite these advancements, challenges remain in addressing structural employment disparities and workforce skill gaps. The region is undereducated and earns less relative to the rest of the state. Addressing these educational and skill deficits is critical to unlocking the full potential of the region's workforce. By investing in targeted training programs and educational initiatives, the region can bridge these gaps, ensuring sustained economic growth and a more equitable labor market.

A. Analysis of Employment and Unemployment Data

Generally, unemployment rates in the counties that comprise the SJVAC RPU can be several percentage points higher than the statewide average. Much of this discrepancy is due to the high share of farm jobs relative to the rest of the economy, as well lower

skilled employment that can lead to lower perceived or real job security. Table 1 shows that the overall unemployment rate is higher than it was five years ago, but this does not necessarily reflect a weakening of the overall labor market which continues to show expansion. A larger share of the population entering the workforce and searching for jobs, as well as persons switching careers or positions looking for higher pay or better opportunities, can also explain this rise.

In comparison to the whole of California, the SJVAC RPU has a slightly higher base unemployment rate, but largely mirrors statewide changes over a 5-year period.

TABLE 1
Unemployment Rates in SJVAC RPU
September 2024: Not Seasonally Adjusted Data

Local Workforce Development Area (LWDA)	September 2019	September 2023	September 2024	<u>Sept. 2019-Sept. 2024 Change</u>	<u>Year-Over Change</u> (Sept. 23-Sept. 24)
California	4.0%	5.0%	5.3%	1.3%	0.3%
SJV RPU	5.87%	6.68%	7.14%	1.27%	0.46%
<u>LWDAs</u>					
San Joaquin	5.0%	5.8%	6.2%	1.2%	0.4%
Stanislaus	4.9%	5.8%	6.3%	1.4%	0.5%
Merced	5.9%	7.5%	7.8%	1.9%	0.3%
Madera	5.3%	6.2%	6.7%	1.4%	0.5%
Fresno	5.7%	6.3%	6.9%	1.2%	0.6%
Kings	6.1%	6.9%	7.3%	1.2%	0.4%
Tulare	8.2%	8.9%	9.3%	1.1%	0.4%
Kern/Inyo/Mono ¹	6.2%	7.0%	7.5%	1.3%	0.5%

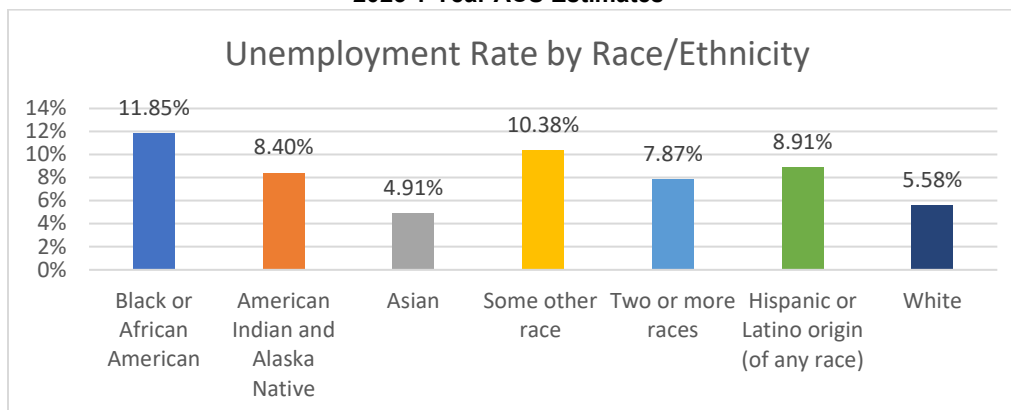
Source: Employment Development Department

¹Kern, Inyo, and Mono counties are combined into a single Local Workforce Development Area

A Closer Look at Unemployment Rates – Race/Ethnicity

The following graph uses ACS 1-Year data to examine differences in unemployment status among self-reported racial and ethnic groups. White and Asian subgroups performed best, with other minorities or self-identified racial groups having higher rates of unemployment. Black, American Indian, and Hispanic/Latino (see note below) showed much higher rates of unemployment. These systemic challenges can be tied to factors such as educational attainment, language barriers, and their over-representation in low-wage, high turnover industries. Workforce development boards and educational institutions will need to continue targeted outreach and investments into these communities to continue closing the gap.

Graph 1
SJCAV RPU Estimated Unemployment Rates by Race/Ethnicity
2023 1-Year ACS Estimates



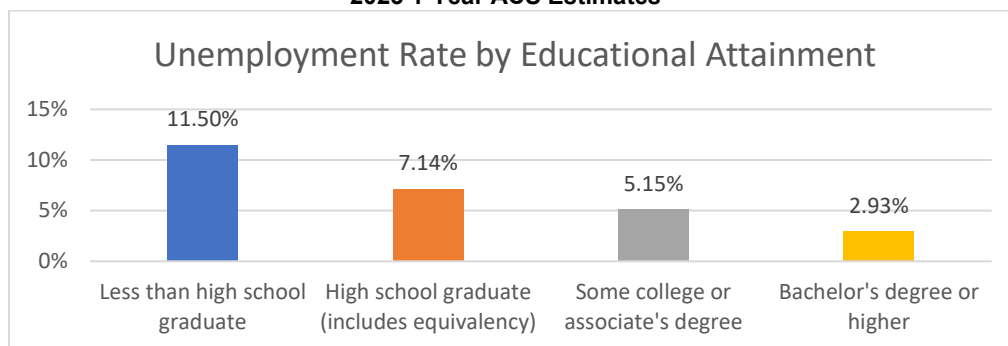
Source: ACS 1-Year Estimates, S2301 Employment Status. Does not include Mono/Inyo counties. County populations are too small to have accurate estimates for 1-Year Estimates

A Note on Race and Ethnicity: The large number of people who identify as some other race reflects a survey method decision in the way the U.S. Census Bureau classifies individuals by race. The Bureau classifies Hispanics/Latinos as an ethnic group instead of a racial group and considers ethnicity and race not to be mutually exclusive. As such, one can be Hispanic ethnically and White or Black simultaneously and the Census has different variables to reflect this. However, this ethnicity and race distinction appears to be blurred among ACS respondents. The Census Bureau reports that the vast majority of respondents who identify as some other race were Hispanics/Latinos. This same blurring of race and ethnicity may also inflate the two or more race count.

A Closer Look at Unemployment Rates – Educational Attainment

Below, Graph 2 illustrates the power that progressive levels of education play in providing job security and lower rates of unemployment. The types of occupations that higher educational attainment allow stabilizes and otherwise provides job security in a way that those without a high school degree do not experience.

Graph 2
SJVAC RPU Estimated Unemployment Rates by Educational Attainment -
2023 1-Year ACS Estimates



Source: ACS 1-Year Estimates, S2301 Employment Status

Labor Force Participation

Labor Force Participation is a measure of the population of those working or seeking work as a ratio to the full population size of a given area. The United States experienced a severe dip in Labor Force Participation during the pandemic, but it has largely recovered to previous trendlines, last estimated at 63.8%. According to those same estimates, the State of California recorded a Labor Force Participation of 64.3% and the SJVAC RPU, in the same snapshot, stood at 61.3%.

Table 3
Labor Force Participation - ACS 1-Year Estimates

	2021	2022	2023
United States	63.00%	63.50%	63.80%
California	63.40%	63.90%	64.30%
SVU RPU	59.38%	61.17%	61.30%

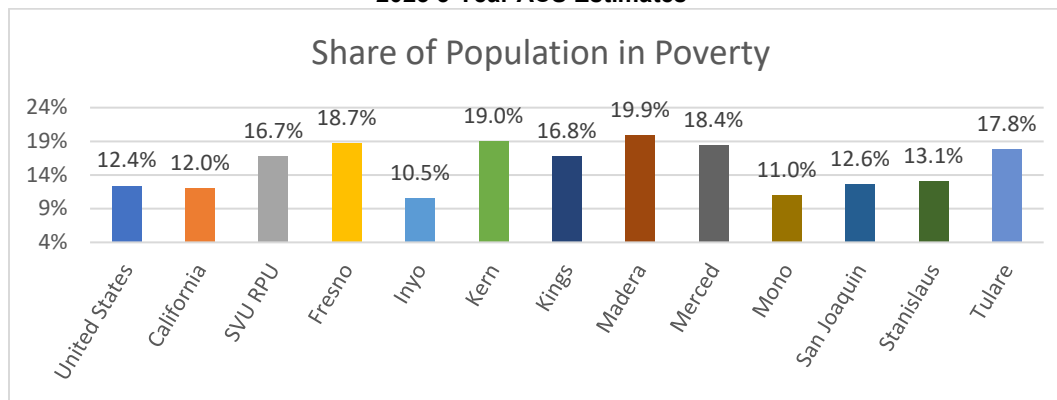
Source: 2023 ACS 1-Year estimates, S2301 Employment Status

While the region has generally lagged behind in Labor Force Participation rates, this should be viewed within the context of historical baselines and the growth in population that the SJVAC RPU has experienced relative to both the state and the rest of the nation. The total labor force is growing and remains robust, despite high baseline unemployment.

Poverty in the Region

Poverty rates in the SJVAC RPU, as one might expect based on the median earnings, are higher than in California as a whole. Interestingly, poverty measures are higher in the southern portion of the region than in the North. This may be due to the proximity to the greater Bay Area and Sacramento economies that they share. However, there are likely other underlying factors. Poverty rates have been declining for most of the region over the last several years due to a number of economic and policy factors including the post-pandemic labor shortage, changes in minimum wage, and farmworker pay structures.

Graph 3
Share of Population in Poverty - Nation, State, SJVAC RPU, and Counties
2023 5-Year ACS Estimates

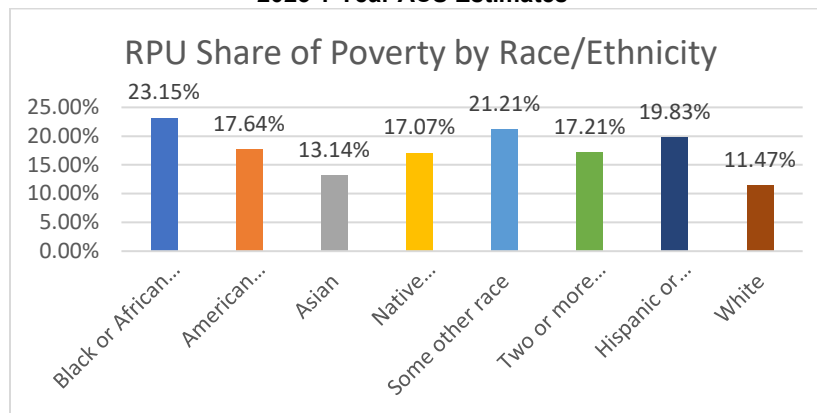


Source: ACS 5-Year Estimates, S1701 Poverty Status in the Past 12 Months

A Closer Look at Poverty – Race/Ethnicity

As one might expect, the racial makeup of poverty is not evenly experienced. White, non-Hispanic, populations outperform all other recorded ethnic or race categories collected by the American Community Survey with the lowest estimated poverty rates. This tracks largely with educational attainment and unemployment statistics across the different ethnic and race groups.

Graph 4
Share of Population in Poverty, by Race/Ethnicity - San Joaquin Valley RPU
2023 1-Year ACS Estimates

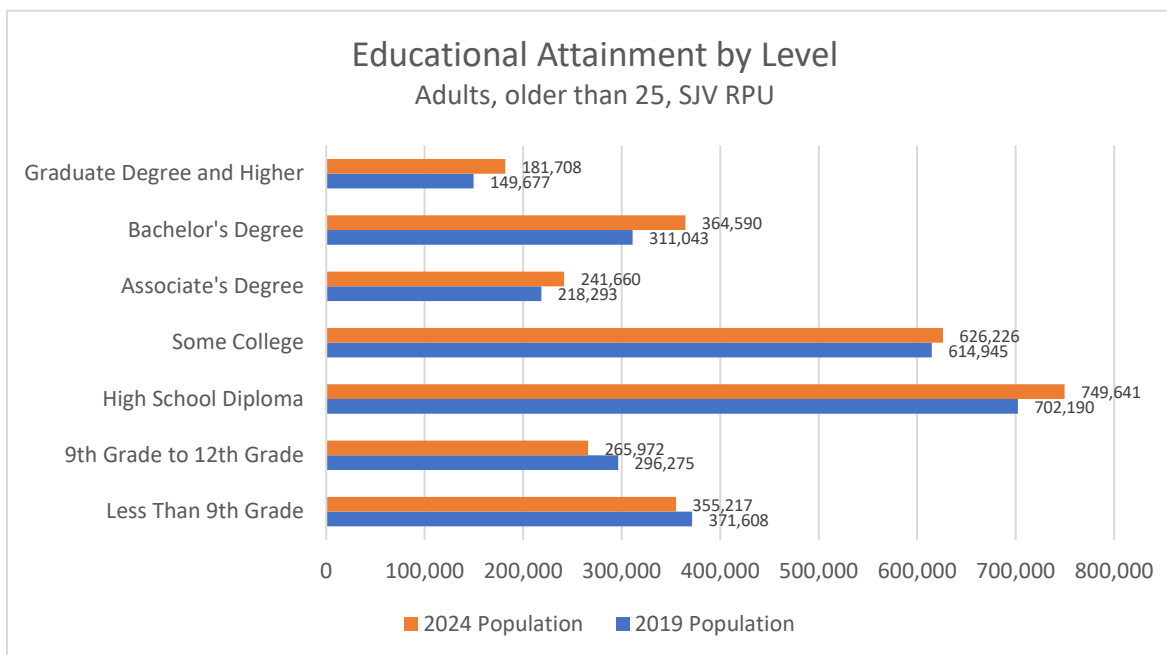


Source: ACS 1-Year Estimates, S1701 Poverty Status in the Past 12 Months

B. Analysis of the Educational and Skill Levels of the Workforce

Overall, Educational Attainment has improved for the RPU over the last five years. As seen in the following graph 5, high school diplomas, those attending college, and college degrees all increased, while those with less than a high school education decreased. With continuing emphasis on high school graduation and alternative technical pathways programs, trends seen here should continue.

Graph 5
SJVAC RPU Educational Attainment by Level Adults older than 25
2023 1-Year ACS Estimates



Source: ACS 2023 1-Year Data, EDD RPU Data Portal

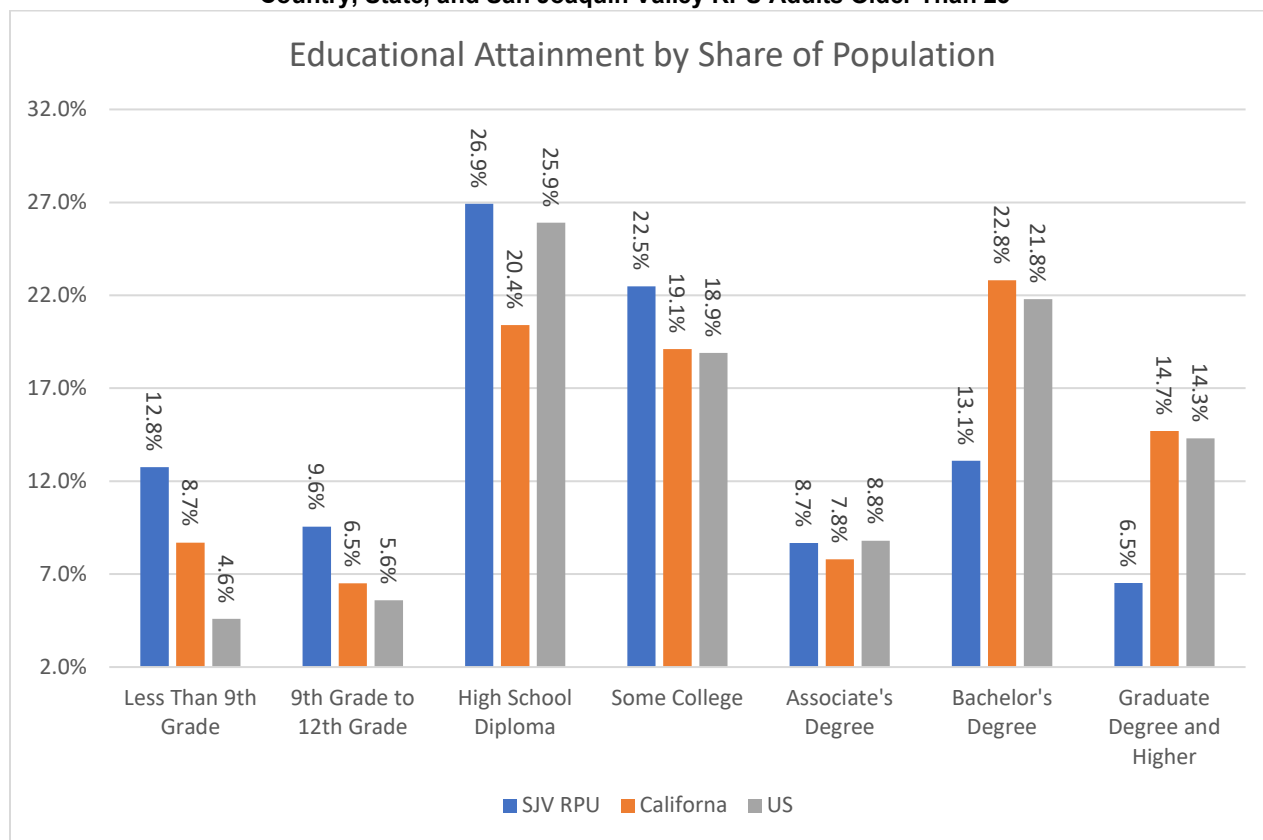
Educational Attainment – Missed Opportunities

Despite educational gains, the SJVAC RPU still lags behind the rest of the state and the nation in overall education levels. One major weakness in the region is the lack of post-secondary education options. Currently, the region is served by three California State University campuses (Stanislaus, Fresno, and Bakersfield) and one University of California campus (Merced). There are no public, 4-year degree offering institutions in 6 of the SJV RPU's 10 counties.

There is a robust community college system that has increasingly taken a leading role in post-secondary education and licensing, but those seeking bachelor's and graduate degrees are continually underserved and often seek education outside of the region, contributing to the loss of human capital in the Valley.

Additionally, rural communities often face barriers like long travel distances to colleges, fewer advanced placement courses, and lower internet connectivity, all of which can hinder educational progress. These disparities are critical, as they limit workforce opportunities and economic development in rural California, perpetuating cycles of lower income and reduced mobility. Addressing these challenges requires targeted investments in educational infrastructure, digital access, and community support programs to ensure rural residents can compete on an equal footing with their urban counterparts.

Graph 6
Educational Attainment by Share of Population
Country, State, and San Joaquin Valley RPU Adults Older Than 25



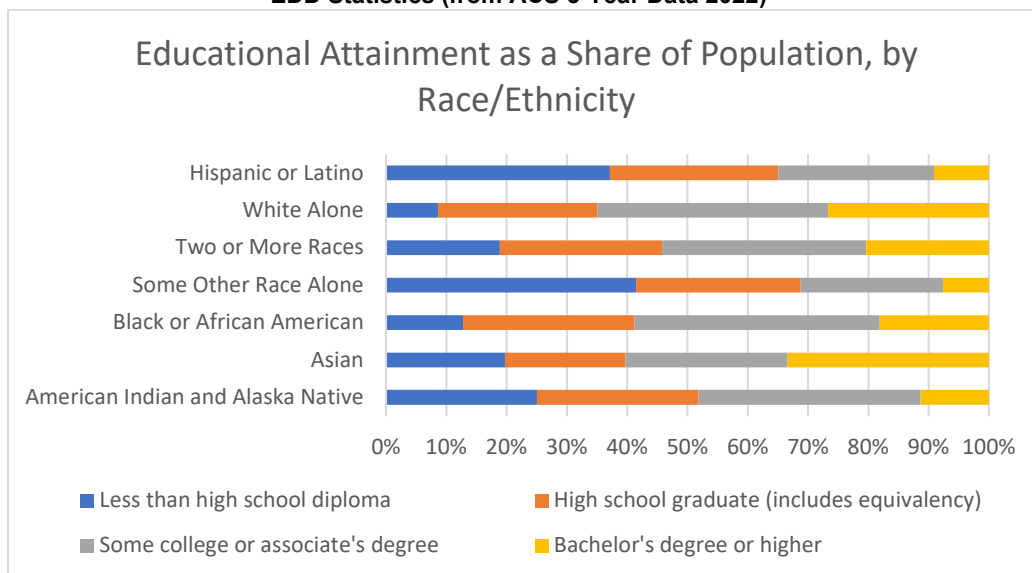
Source: EDD RPU Data Portal, Educational Attainment

A Closer Look at Educational Attainment – Race/Ethnicity

The stacked bar chart below compares the differences in educational attainment between race/ethnic groups as a ratio. Overall, this reveals that those identifying as Hispanic or Latino have the largest share of their population not possessing a high school diploma or equivalency. This may be due to the large relative share of foreign-born population that come to the U.S. as adults. However, at the other end of the educational attainment spectrum, they are also one of the demographic groups most underrepresented with higher levels of education attainment, such as bachelor's or graduate/professional degrees.

Graph 7

Educational Attainment as a share of population, by Race/Ethnicity
EDD Statistics (from ACS 5-Year Data 2022)



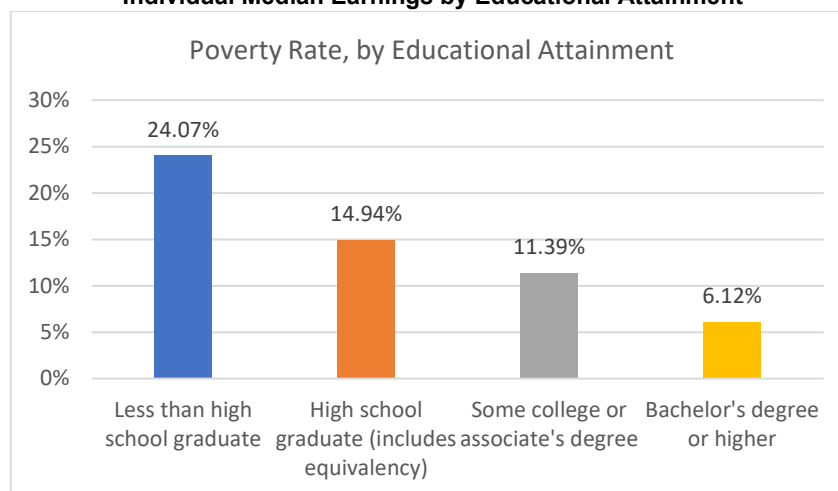
Source: EDD RPU Data Portal, Race/Ethnicity

A Closer Look at Educational Attainment – The Key Antipoverty Program

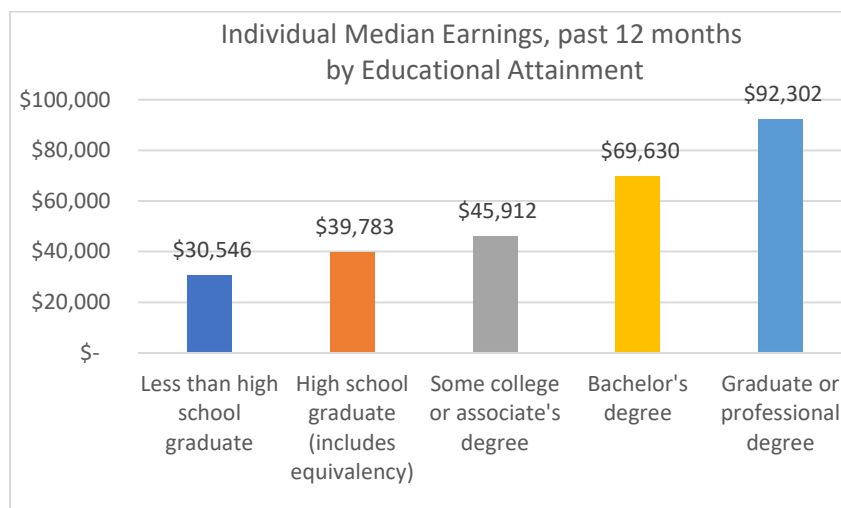
Educational Attainment significantly increase access to better-paying and more stable job opportunities. Individuals with a high school diploma are more likely to secure employment with benefits, while those with college degrees often access higher-paying professions in industries like healthcare, technology, and finance. Education also provides critical skills such as problem-solving, communication, and adaptability, which are increasingly valued in today's economy.

Graph 8 and 9

SJVAC RPU Poverty Rate by Educational Attainment
Individual Median Earnings by Educational Attainment



ACS 1-Year Data (2023)



Source, both graphs: ACS 2023 1-Year Data, San Joaquin Valley RPU Weighted Averages

C. Analysis of Industries and Occupations with Existing and Emerging Demand

This analysis takes into account both existing industry and occupational demand and demand that is emerging throughout the region. The regional Plan Data Analytics report may be viewed here: [SJVAC-Data-Analysis-Report-2025-2028](#).

Industry Sector Growth

Looking at industries that gained jobs in the last five years, the following list and analysis of growth industries filters out those with fewer than 1,000 jobs and 5-year growth of less than 7%. This removes small industries that can skew data analysis.

Transportation, Warehousing, Logistics: This collection of industries displayed strong growth in the region and appeared at or near the top of both largest and fastest growth. This is a continuing development in the economy that does not show signs of relenting, although it may slow as markets become more saturated.

Healthcare and Social Services: Hospitals, doctors offices, social services, and other public health and social services are large and important employers. This industry, especially with skilled nursing, offers the most direct path to high wages and social mobility

Construction and Related Industries: While representing a smaller portion of the labor market, this is an important sector to invest in and keep a close eye on, given its status as a leading economic indicator as well as offering high wages for skilled trade work.

Education and other Public Sectors: In many areas of the region, especially in rural towns, this sector is the highest paying and requires the most education. Teachers, public administrators, and public safety are vital skills and resources to the region's communities and a lack of investment can risk atrophying already stressed public entities.

Restaurants and Recreation: While not an industry that is seen as a lynchpin of economic activity, it does suggest a robust economy with spending money that can support and expand these offerings. Another contributing factor can be found in an increase in outdoor tourism driven by the pandemic and supported by the many public lands, national parks, and other natural outdoor tourism activities in the SJVAC RPU.

Manufacturing: Manufacturing, outside of post-harvest processing, remains a niche industry with low demand. It remains to be seen what public investments from federal and state levels as well as an increased emphasis on domestic manufacturing can manifest within the region.

Within the PY 2025-28 Regional Plan Data Analysis report, Table 5 illustrates industries (using 4-digit NAICS coding) that have gained jobs over the past 5 years. The left column organizes industries based on estimated total jobs gained and the right column organizes industries based on a percent change to attempt to capture industries that are quickly expanding. >

TABLE 5

Real Gross Domestic Product, by County (2019-2023)

Thousands of chained (2017) dollars

Counties in RPU	2019	2022	2023	2019-2023 Economic Growth (5-year)	2023 Economic Growth (1 year)
California	2,969,609,000	3,184,007,800	3,248,656,600	9.3%	2.0%
SJV RPU ¹	187,698,433	190,837,086	195,682,118	4.25%	2.54%
<u>Counties¹</u>					
San Joaquin	31,274,535	33,301,759	33,097,405	5.83%	-0.6%
Stanislaus	23,329,680	23,803,366	24,067,824	3.16%	1.1%
Merced	9,251,024	9,511,320	9,548,937	3.22%	0.4%
Madera	6,222,075	6,043,485	6,226,914	0.08%	3.0%
Fresno	45,018,790	46,107,283	47,612,742	5.76%	3.3%
Kings	6,457,601	6,868,202	7,041,297	9.04%	2.5%
Tulare	18,480,075	18,399,182	18,824,792	1.87%	2.3%
Kern	45,410,206	44,626,843	46,941,848	3.37%	5.2%
Inyo	1,223,022	1,089,927	1,141,849	-6.64%	4.8%
Mono	1,031,425	1,085,719	1,178,510	14.26%	8.5%

¹ Bureau of Economic Analysis data is collected and presented by county. For this section we have broken out the different counties in the Kern/Inyo/Mono LDWA consortium. Figures for the RPU were developed from BEA county-level data.

Source: U.S. Bureau of Economic Analysis

Industry Sector Losses

The following analysis of industry losses removes industries with job changes over 5 years that were higher than -2%

Agriculture: The largest employer for most of the region is the agricultural industry and it continues to show a decline in employment. Despite these job losses, agricultural output has remained steady which suggests an improvement in labor productivity. The industry continues to take advantage of automation innovations, as well as shifts in crop planting. These factors, along with uncertainty and expected contraction in farmed area due to climate change and public policy (namely SGMA), may lead to a further contraction in the farm labor market.

Retail and Related In-Person Commerce: While logistics, home delivery, and transportation have expanded in the SJVAC RPU, in-person commerce and retail establishments have shown large declines. Some of this can be attributed to the direct competition e-commerce offers, other automation activities can also be factors.

Federal and State Government: In comparison to the expansion and immediate requirements of local government employment, certain state and federal employment has been pulled back in the past 5 years. This may be a shift of certain public administration from those authorities down to the local level as well as efficiency gains made by state and federal officials, but it is a cautionary sign of reduced public investment into the region.

Within the PY 2025-28 Regional Plan Data Analysis report, Table 8 illustrates industries (using 4-digit NAICS coding) that have lost jobs over the past 5 years. The left column organizes industries based on estimated total jobs lost and the right column organizes industries based on a percent change to attempt to capture industries that are quickly expanding.

TABLE 8

2019-2024 Losses for Industry Sector Jobs in San Joaquin RPU

Lightcast database analysis using QCEW, ACS, BEA, and other publicly available data. 4-digit NAICS classification

<u>Industries That Lost the Most Jobs</u> (2019-2024 Change in Number)	<u>Jobs Lost</u>	<u>Industries That Declined Fastest</u> (2019-2024 Change in Percent)	<u>Percent Change</u>
Crop Production	(7,531)	Business Support Services	(57%)
Support Activities for Crop Production	(3,948)	Insurance Carriers	(50%)
Business Support Services	(3,345)	Facilities Support Services	(39%)
Insurance Carriers	(2,804)	Vocational Rehabilitation Services	(33%)
Clothing and Clothing Accessories Retailers	(2,588)	Furniture and Home Furnishings Retailers	(25%)

Employment Services	(2,534)	Clothing and Clothing Accessories Retailers	(23%)
Private Households	(2,100)	Wired and Wireless Telecommunications (except Satellite)	(23%)
State Government, Excluding Education and Hospitals	(1,700)	Support Activities for Air Transportation	(20%)
Vocational Rehabilitation Services	(1,531)	Private Households	(19%)
Depository Credit Intermediation	(1,221)	Support Activities for Mining	(19%)
Support Activities for Mining	(1,206)	Nondepository Credit Intermediation	(17%)
Animal Production	(1,139)	Printing and Related Support Activities	(16%)
Utility System Construction	(1,084)	Colleges, Universities, and Professional Schools	(15%)
Furniture and Home Furnishings Retailers	(946)	Depository Credit Intermediation	(14%)
Facilities Support Services	(928)	Utility System Construction	(14%)
Wired and Wireless Telecommunications (except Satellite)	(819)	Crop Production	(12%)
Education and Hospitals (State Government)	(816)	Employment Services	(9%)
Grocery and Related Product Merchant Wholesalers	(810)	Taxi and Limousine Service	(9%)
Colleges, Universities, and Professional Schools	(790)	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	(7%)
Department Stores	(730)	Department Stores	(7%)
Federal Government, Civilian	(677)	Grocery and Related Product Merchant Wholesalers	(6%)
Support Activities for Air Transportation	(477)	Education and Hospitals (State Government)	(6%)
Management of Companies and Enterprises	(437)	State Government, Excluding Education and Hospitals	(5%)
Child Day Care Services	(427)	Highway, Street, and Bridge Construction	(5%)
Printing and Related Support Activities	(427)	Animal Production	(5%)
Nondepository Credit Intermediation	(390)	Miscellaneous Nondurable Goods Merchant Wholesalers	(4%)
Religious Organizations	(279)	Child Day Care Services	(4%)
Miscellaneous Nondurable Goods Merchant Wholesalers	(201)	Management of Companies and Enterprises	(4%)
Taxi and Limousine Service	(181)	Sporting Goods, Hobby, and Musical Instrument Retailers	(3%)
Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers	(171)	Support Activities for Crop Production	(3%)
Sporting Goods, Hobby, and Musical Instrument Retailers	(169)	Specialty Food Stores	(2%)
Highway, Street, and Bridge Construction	(119)	Federal Government, Civilian	(2%)
Other Wood Product Manufacturing	(74)	Other Wood Product Manufacturing	(2%)
Specialty Food Stores	(72)	Religious Organizations	(2%)

Source: Lightcast Industry Table, SJV RPU, 4 Digit NAICS

Occupational Gains

Occupational data differs from industry data in certain categorical and survey-design choices but attempts to highlight similar information. The main takeaways from analysis of occupations with the highest and fastest growth align largely with those of the industry level data.

Within the PY 2025-28 Regional Plan Data Analysis report, Table 9 illustrates both occupations that added the most jobs and occupations that grew the fastest.

TABLE 9

2019-2024 Growth for Occupational Data in San Joaquin RPU

Lightcast database analysis using QCEW, ACS, BEA, and other publicly available data. 4-digit SOC classification

<u>Occupations That Added the Most Jobs</u> (Five-Year Change in Number)		<u>Occupations That Grew the fastest</u> (Five-Year Change in Percent)	<u>Percent Change</u>
Total Jobs		Total Jobs	
Home Health and Personal Care Aides	24,628	Couriers and Messengers	117%
Laborers and Material Movers	18,908	Training and Development Specialists	84%
Driver/Sales Workers and Truck Drivers	10,228	Logisticians and Project Management Specialists	66%
Cooks	6,515	Transportation, Storage, and Distribution Managers	59%
General and Operations Managers	5,126	Miscellaneous Personal Appearance Workers	45%
Counselors	3,239	Home Health and Personal Care Aides	44%
Logisticians and Project Management Specialists	2,876	Bartenders	42%
Miscellaneous Business Operations Specialists	2,793	Marketing and Sales Managers	41%
Elementary and Middle School Teachers	2,513	Medical and Health Services Managers	41%
Shipping, Receiving, and Inventory Clerks	2,393	Software and Web Developers, Programmers, and Testers	40%
Marketing and Sales Managers	2,297	Human Resources Workers	38%
Physicians	2,214	Physicians	34%
Registered Nurses	2,209	Miscellaneous Business Operations Specialists	32%
Miscellaneous Healthcare Support Occupations	2,115	Shipping, Receiving, and Inventory Clerks	32%
Industrial Truck and Tractor Operators	1,968	First-Line Supervisors of Transportation and Material Moving Workers	32%
Miscellaneous Managers	1,889	General and Operations Managers	32%
Security Guards and Gambling Surveillance Officers	1,827	First-Line Supervisors of Mechanics, Installers, and Repairers	32%
Human Resources Workers	1,807	Special Education Teachers	32%
First-Line Supervisors of Transportation and Material Moving Workers	1,782	Food Service Managers	31%
Substitute Teachers, Short-Term	1,731	Counselors	28%
Training and Development Specialists	1,697	Miscellaneous Managers	26%

Bartenders	1,591	Construction Managers	26%
Therapists	1,575	First-Line Supervisors of Construction Trades and Extraction Workers	25%
First-Line Supervisors of Construction Trades and Extraction Workers	1,505	Therapists	25%
Medical and Health Services Managers	1,497	Cooks	23%
Miscellaneous Personal Appearance Workers	1,462	Laborers and Material Movers	21%
Software and Web Developers, Programmers, and Testers	1,455	Driver/Sales Workers and Truck Drivers	20%
First-Line Supervisors of Mechanics, Installers, and Repairers	1,415	Security Guards and Gambling Surveillance Officers	19%
Special Education Teachers	1,412	Industrial Machinery Installation, Repair, and Maintenance Workers	18%
Couriers and Messengers	1,397	Butchers and Other Meat, Poultry, and Fish Processing Workers	18%
Butchers and Other Meat, Poultry, and Fish Processing Workers	1,374	Accountants and Auditors	15%
Supervisors of Food Preparation and Serving Workers	1,293	Substitute Teachers, Short-Term	13%
Accountants and Auditors	1,268	Industrial Truck and Tractor Operators	12%
Food Service Managers	1,186	Supervisors of Food Preparation and Serving Workers	11%
Transportation, Storage, and Distribution Managers	1,178	Miscellaneous Healthcare Support Occupations	10%
Secondary School Teachers	1,104	Elementary and Middle School Teachers	10%
Industrial Machinery Installation, Repair, and Maintenance Workers	1,071	Secondary School Teachers	9%
Construction Managers	1,045	Registered Nurses	8%

Source: Lightcast Occupation Table, SJV RPU, 4 Digit SOC

Occupational Losses

Occupational data differs from industry data in certain categorical and survey-design choices but attempts to get at the same information. As with occupational gain, data on occupational losses align with industry level data.

Within the PY 2025-28 Regional Plan Data Analysis report, Table 10 illustrates both occupations that lost the most jobs and occupations that declined the fastest.

TABLE 10

Five-Year Losses for Occupational Data in San Joaquin RPU

Lightcast database analysis using QCEW, ACS, BEA, and other publicly available data. 4-digit SOC classification

<u>Occupations That Lost the Most Jobs</u> (Five-Year Change in Number)		<u>Occupations That Declined Fastest</u> (Five-Year Change in Percent)	<u>Percent Change</u>
Miscellaneous Agricultural Workers	(19,263)	Radio and Telecommunications Equipment Installers and Repairers	(53%)
Cashiers	(6,032)	Tellers	(42%)
Retail Salespersons	(4,003)	Crushing, Grinding, Polishing, Mixing, and Blending Workers	(26%)
Childcare Workers	(2,570)	Graders and Sorters, Agricultural Products	(25%)
Waiters and Waitresses	(2,055)	Childcare Workers	(19%)
Bailiffs, Correctional Officers, and Jailers	(1,793)	Claims Adjusters, Appraisers, Examiners, and Investigators	(18%)
Graders and Sorters, Agricultural Products	(1,421)	Bailiffs, Correctional Officers, and Jailers	(16%)
Radio and Telecommunications Equipment Installers and Repairers	(1,412)	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	(16%)
Tellers	(1,407)	Engineering Technologists and Technicians, Except Drafters	(15%)
Construction Laborers	(1,100)	Derrick, Rotary Drill, and Service Unit Operators, Oil and Gas	(15%)
Farmers, Ranchers, and Other Agricultural Managers	(1,087)	Miscellaneous Teachers and Instructors	(14%)
First-Line Supervisors of Sales Workers	(1,043)	Medical Records Specialists	(14%)
Office Clerks, General	(1,021)	Credit Counselors and Loan Officers	(14%)
Receptionists and Information Clerks	(657)	Cashiers	(14%)
Miscellaneous Teachers and Instructors	(652)	Miscellaneous Agricultural Workers	(12%)
Crushing, Grinding, Polishing, Mixing, and Blending Workers	(612)	Waiters and Waitresses	(12%)
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	(594)	Retail Salespersons	(11%)
Engineering Technologists and Technicians, Except Drafters	(593)	Insurance Claims and Policy Processing Clerks	(11%)
Counter and Rental Clerks and Parts Salespersons	(530)	Billing and Posting Clerks	(10%)
Inspectors, Testers, Sorters, Samplers, and Weighers	(521)	Painters and Paperhangers	(10%)
Billing and Posting Clerks	(474)	Clinical Laboratory Technologists and Technicians	(10%)
Dishwashers	(470)	Dishwashers	(9%)
Painters and Paperhangers	(432)	Inspectors, Testers, Sorters, Samplers, and Weighers	(9%)
Derrick, Rotary Drill, and Service Unit Operators, Oil and Gas	(415)	Receptionists and Information Clerks	(8%)
Claims Adjusters, Appraisers, Examiners, and Investigators	(372)	Construction Laborers	(8%)
Medical Records Specialists	(302)	Tax Examiners, Collectors and Preparers, and Revenue Agents	(8%)
Credit Counselors and Loan Officers	(280)	First-Line Supervisors of Sales Workers	(6%)

Insurance Claims and Policy Processing Clerks	(236)	Counter and Rental Clerks and Parts Salespersons	(6%)
Welding, Soldering, and Brazing Workers	(207)	Drywall Installers, Ceiling Tile Installers, and Tapers	(5%)
Recreation and Fitness Workers	(206)	Farmers, Ranchers, and Other Agricultural Managers	(5%)
Tax Examiners, Collectors and Preparers, and Revenue Agents	(202)	Welding, Soldering, and Brazing Workers	(4%)
Clinical Laboratory Technologists and Technicians	(195)	Helpers, Construction Trades	(4%)
Drywall Installers, Ceiling Tile Installers, and Tapers	(171)	Office Clerks, General	(4%)
Helpers, Construction Trades	(87)	Clergy	(3%)
Securities, Commodities, and Financial Services Sales Agents	(74)	Securities, Commodities, and Financial Services Sales Agents	(3%)
Clergy	(69)	Recreation and Fitness Workers	(3%)
Carpet, Floor, and Tile Installers and Finishers	(46)	Carpet, Floor, and Tile Installers and Finishers	(2%)

Source: Lightcast Occupation Table, SJV RPU, 4 Digit SOC

III. REGIONAL INDICATORS

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

Regions must choose at least two of the following indicators:

- Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.
- Indicator B: The region has policies supporting equity and strives to improve job quality.
- Indicator C: The region has shared target populations of emphasis.
- Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

A. Regional Indicators and Associated Metrics

The SJVAC RPU has selected indicators B and D. The following are the outcomes and metrics established for these two regional indicators of efficiency and effectiveness.

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

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

The region developed a statement on system access along with corresponding principles that will support regional work and can be adopted by local boards to fulfill goals within their areas. Each local area will determine its primary target population. WIOA performance measures provide the foundation for metrics associated with this outcome.

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

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

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

Outcome 1: The region has a system in place to track co-enrollment strategies to serve participants holistically and track individuals that complete training and/or attain industry

recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan.

The local boards within the SJVAC RPU utilize the CalJOBS system to manage co-enrollments, while recognizing that the system has limited capabilities for co-enrollment reporting. Some local boards in the region offer cohort training for their customers. In such cases, services are coordinated, and customer progress information is shared. For example, as part of the English language learners served under SJVAC RPU's Regional Planning Implementation grants 4.0 and 5.0, individuals enrolled in training were tracked to determine how many obtained an industry-recognized credential and, of these individuals, how many receive certificates aligned to the region's target sectors and local demand occupations.

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

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

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

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

- HR Hotline Service: The SJVAC and Middle Sierra regions contract with the California Employers Association to offer "HR Advice on Demand" services for local employers. Participating WDBs include Kern/Inyo/Mono, Madera County, Merced County, Mother Lode, Stanislaus County, and Tulare County. Each participating local area contributes a fair share of the cost for these services.
- Regional Equity Recovery Partnership (RERP) Grant: The SJVAC region and partners leveraged \$3,941,926 in support of RERP grant services to targeted populations.

- Joint Procurement of a One-Stop Operator: The WDBs in Kings, Madera, Merced, San Joaquin, and Stanislaus counties entered into an agreement for the procurement of a One-Stop Operator. This consortium is currently procuring a new OSO to be in place by July 1, 2025. The new Sub-regional contract will include Kings, Madera, Stanislaus, and San Joaquin Counties.

B. Impact of Indicators and Metrics on Service Delivery

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

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

The development of the regional statement on access and related corresponding principles enables local boards to develop local service delivery goals and strategies resulting in increased participation by and outcomes for underserved and vulnerable populations. Service strategies that target populations that are most in need of services strive to increase enrollments in WIOA services; referral to and co-enrollment in partner programs and services; co-case management of participants across two or more partners; completion of academic and vocational training; credential attainment; job placement in career path employment; wages; and job retention. Over time, local strategies utilized to improve services and outcomes for targeted populations will be shared and, potentially, scaled across the SJVAC region.

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

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

To support Indicator D, local board Directors and board Chairs have agreed to meet annually to discuss regional and local activities, share best practices, and have conversations on challenges and opportunities.

IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

Labor market information and intelligence gathered from representatives of businesses in priority sectors help to inform the content and quality of local and regional workforce programs. The workforce programs administered by local boards in the Central Valley are intensively focused on career pathways within key sectors of the regional economy.

A. In-Demand Industry Sectors for the Region

SJVAC RPU's PY partners have again selected the following sectors as priorities:

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

The SJVAC Regional Plan continues to prioritize these sectors due to their prevalence within the region and predicted strength well into the foreseeable future. While some of these sectors have less growth than others, over the four-year period covered by the plan, there is demand for workers in these industries based on worker replacement considerations and regional demand for workers in emerging sectors, such as clean and renewable energy.

An analysis of the region's in-demand industries and occupations is provided in Section II-C of the Plan.

Regional Labor Market Conditions

Despite the gravity of the acute public health crisis that the COVID-19 pandemic presented, the labor market and regional economy have proven to be remarkably resilient. Nearly all major industries have shown expansion. As the economy bounced back more quickly than originally anticipated, original labor market data trajectories become more apparent. A previous regional analysis done in 2021 noted the emergence of several key industries along with the potential weakening of the total farm labor employment. For instance, the Transportation and Logistics sector has shown strong growth in the region. This is due to relatively inexpensive land, access to major highway arteries, and an increasing share of retail trade being conducted online and with fast delivery guarantees.

Other notable gains are found in Mining, Logging, and Construction, Educational and Health Services, and Leisure and Hospitality. Wildfires in 2021 and 2022 left large areas of dead timber within various public and private jurisdictions that will continue to take many years to evaluate and remove. While state and local governments have taken recent steps to limit the expansion of fossil fuel extraction, there remains a robust

extractives industry, specifically in Kern County. Public Health outcomes for much of the San Joaquin Valley region are lower relative to the rest of the state owing to poverty, lack of health care access, environmental pollutants, and other reasons specific to the geography and economy of the region.

There are some variances in the total job gains within the RPU's eight local workforce areas, but notably all have shown substantial growth. Despite having a slightly higher unemployment rate compared to the rest of the state, this suggests a robust labor market that has approached all-time highs in many of the region's counties.

Economic Growth and Incomes

The Central Valley region has generally seen positive economic growth in the five years from 2019 to 2024, the last year of available county level data that the U.S. Bureau of Economic Analysis has released. Historically, the agriculture industry has represented a major share of economic activity for much of the region. Economic output from this sector, along with the extractives sector, relies heavily on worldwide commodity markets and is subject to pricing swings year to year. This can have the effect of clouding overall growth numbers and masking growth in the non-farm economy. Still, agriculture is the economic anchor for the region, and a bad year for agricultural output will have spillover effects in tax revenue, public services, and other closely related industries.

Since 2019, the region has seen a slower cumulative growth in economic output compared to the rest of the state, although that trend was reversed in 2023. A slowdown in the technology sector, the entertainment industry, and other high value economic activities present in other regions of the state can help to explain these circumstances.

B. Sector and Related Industry-Focused Initiatives

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

Healthforce Partners - Healthcare

The healthcare sector in the Northern San Joaquin Valley needs qualified workers. Community residents want to pursue healthcare careers. To achieve these compatible goals, healthcare employers, educators, workforce development professionals, and community leaders worked together to launch an innovative partnership: HealthForce Partners Northern San Joaquin Valley. The mission is to serve as a catalyst to improve career pathway opportunities for community residents and to increase the supply of skilled healthcare workers. HealthForce Partners brings together leaders from healthcare, education, and workforce development to develop strategies that meet the needs of the region's employers and expand educational and work opportunities for community

residents. The partnership convenes key stakeholders to identify workforce gaps and develop solutions to address them. Programs include, but are not limited to: Registered Nursing, Certified Nursing Assistant, Medical Assistant, and Behavioral Health.

This program continues to expand to keep pace with the needs of the healthcare sector. Healthforce has and continues to provide insight on the needs of the health care sector for multiple local areas. Healthforce Partners is actively working toward having a presence in more AJCCs to help staff and the public fully understand the needs of the healthcare field and the experiences and skills necessary to fill critical roles in the healthcare field.

Tulare - Kings Health Care Partnership – Healthcare

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

EMS Corp – Healthcare

Stanislaus County and Fresno County are engaged in the EMS Corp, which targets youth and young adults. The goal of the program is to prepare for entry level positions in the Emergency Medical Technicians field. This is considered a starting point on a career path to many other occupations in the healthcare sector. With additional education and training, EMT's may eventually become hospital support staff, Licensed Vocational Nurses, Registered Nurses, Surgical Technicians and other healthcare professionals. The EMS Corp is designed to spark interest in and give underserved youth an opportunity to join the healthcare sector workforce.

South Valley Industrial Collaborative - Manufacturing

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

Tulare - Kings College and Career Collaborative – Multiple Industries

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

Tulare-Kings TRAIN – Multiple Industries

The Training Resources Aligned for Industry Need (TRAIN) Network facilitates coordination between local workforce areas and educational institutions by aligning program development with the needs of businesses in the region's target sectors. This is achieved through established sector partnership convenings, shared labor market analyses, and direct engagement with industry representatives to identify skills gaps. Education partners use this input to adapt curricula and create programs that address workforce demands, ensuring alignment with industry standards and regional economic goals. Current sector partnerships include one in healthcare and an industrial partnership, as described above, with plans to launch an agriculture sector partnership by utilizing leveraged funds.

Fresno-Madera K-16 Collaborative

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

Kern County - Displaced Oil and Gas Workers Fund (DOGWF)

Kern County Employers Training Resource was awarded the Displaced Oil and Gas Workers Fund (DOGWF) Grant in the amount of \$11,244,000 from the State of California EDD and California Labor and Workforce Development Agency. The grant's purpose is to provide services to oil and gas workers who have been displaced due to the recent shift in the oil industry in California. Participants will receive training services through a diverse selection of Industries while also receiving supportive services. The goal is to transition participants into other industry sectors that provide stable careers and comparable wages to the oil industry. The grant will serve 750 participants.

Central San Joaquin Valley K-16 Partnership

This collaboration of the Fresno-Madera K-16 Collaborative and the Tulare- Kings College and Career Collaborative was created to strengthen the region's education and socio-economic conditions, leadership, support, and impact on K-16 students and adult learners. The aim of the partnership is to eliminate intersegmental silos and unite partners to build relationship infrastructure for future work. By braiding approaches and resources, the partners are confident there will be a significant increase in filling an LMI-supported job talent pipeline to ensure that individuals thrive personally and professionally.

Biomethane Production – Green Energy

The Central Valley has seen substantial renewable energy production and infrastructure construction over the last five years. One area that is evolving and on the cusp of moving from small independent operations to more commercial production is biomethane producing anaerobic digesters, which use organic matter (dairy manure was the first) to produce two key products: renewable biomethane that is fed back into the grid through current infrastructure and remaining organic matter that is used as a natural fertilizer for agriculture. Growth is being spurred by new regulations. Specifically, these are the Mandatory Commercial Organics Recycling provisions that were put in place in 2016 under AB 1826 which phased up in September 2020. These provisions require all businesses with more than 2 cubic yards of solid waste to recycle a minimum of 50% of their organic waste, rather than dispose of it in the land fill. This has created a secondary market for the purchase of organic waste 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) have completed feasibility studies. This sector of the economy is currently impacting all Central Valley counties. This is exemplified by a facility in Madera County and by investments in and scaling projects in Stanislaus and Merced counties. The workforce system can provide training and placement services to support this emerging energy subsector.

Carbon Capture and Sequestration Project

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

The Good Jobs Challenge

The Good Jobs Challenge is a 4-county regional project led by the Fresno Economic Development Corporation where Madera, Fresno, and Tulare WDBs serve as backbone leads for the Transportation, Construction, and Manufacturing industries to facilitate sector partnerships between industry and education partners, determine gaps in training curriculum and pipeline, and increase access to training and expand work opportunities to upskill individuals. Madera's Transportation partnership has led to the development of our first Truck Driving Extravaganza and Job Fair as well as the development of a School Bus Driver training program between Advanced Career Institute and the Madera Unified School District to meet the needs of local employers.

Valley Build – Construction

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

Central Valley Forestry Corps

The Central Valley Forestry Corps is a partnership between the Fresno Regional Workforce Development Board, the Mother Lode WDB, Madera WDB, Fresno Economic Opportunities Commission's Local Conservation Corps, Reedley College, and Columbia College. The Central Valley Forestry Corps will train the next generation of forestry workers to address the natural disasters occurring within our forests. Beginning with funding from CalFire, the initiative is preparing an untapped workforce within the Central Valley to assist in the removal of more than 100 million dead trees. Training is crucial to decrease the number of wildfires in California.

Inland Ports Initiative

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

Fresno-Merced Future of Food (F3)

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

UC Merced Water Systems Management Lab Project

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

Stanislaus 2030 – Multiple Industries

Stanislaus 2030 leads collective action towards implementing the economic and workforce initiatives identified in its Investment Blueprint through coordination and aligning efforts across governmental agencies, private-public partnerships, educational institutions, businesses, service providers, and community groups for the greatest impact for all in local communities.

Child Care Expansion: \$1 million toward Child Care Expansion that will be administered by First 5 Stanislaus. These funds will support the Stanislaus 2030 Child Care Implementation Plan, which aims to scale home-based childcare entrepreneurship across the county. Stanislaus 2030 and First 5 will continue to engage collaborative partners over the next two years to achieve the goal of launching or expanding 200 home-based childcare businesses, which will create an additional 1,600 licensed child care spaces across the county.

Small Business Development: \$2 million from Stanislaus County will be administered by the Stanislaus Workforce Development Agency to manage projects to bolster the small business ecosystem, including launching a one-stop platform for businesses to access support and financing, a CDFI Cohort Program to manage loans and provide technical assistance, and a Business Support Cohort Program to build and expand capacity for businesses to develop service offerings, streamline operations, and improve service delivery. Considering that 99.9% of businesses in Stanislaus County are small businesses, with 56.8% of Stanislaus' workforce employed by a small business, this funding will be instrumental in catalyzing the bedrock of the region's economy.

Talent Development: \$1.5 million will also be managed by the Stanislaus Workforce Development Agency to strengthen the manufacturing talent pipeline, ensuring the local workforce meets the demands of expanding industries. The fund will offer grants and technical assistance to local education and workforce institutions for programs that advance strategies identified in the Stanislaus County Manufacturing Strategic Workforce Plan, and will enhance industry and education collaboration, address manufacturing perception challenges, improve job quality, expand apprenticeships and other "earn and learn" models, pilot and test innovative strategies to reduce time to certificate/credential completion, and develop robust career pathways.

Regional Equity and Recovery Partnerships (RERP)

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

Fresno Regional WDB – Construction and Manufacturing: With the anticipated influx of public infrastructure spending, FRWDB in coordination with Fresno City College and the State Center Adult Education Consortium seeks to address the human capital needs of the Fresno metropolitan area and the surrounding rural communities by providing short-term training that will equip residents to secure quality, good wage jobs in the two sectors.

Kern, Inyo, Mono WDB – Healthcare: The Kern/Inyo/Mono RERP project, in partnership with education, is designed to address industry needs and educational capacity to

increase the pipeline of healthcare workers. The RERP initiative will address unmet needs and expand access to healthcare careers and quality jobs, especially among minority residents. Presently, Employer Training Resources has a partnership with Bakersfield College, Cerro Coso Community College, and Taft College to increase the number of individuals trained to be Registered Nurses, Licensed Vocational Nurses, Nursing Assistants, Medical Assistants, Emergency Medical Technicians, and Dental Hygienists.

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

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

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

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

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

C. Strategies to Communicate with Regional Employers

Most business contacts are made at the local level between the eight WDBs and employers within their service areas. This is primarily accomplished through direct contact and outreach by Business Service Representatives, and through sector partnerships. When two or more local boards work with the same business across their jurisdictions, they make every effort to collaborate and coordinate messaging and service delivery.

These efforts are common in rapid response and layoff aversion activities, the formation of industry-focused partnerships that cross regions, and with businesses that are establishing new operations in two or more areas in the Central Valley.

The region contracts with the California Employers Association to offer employers a no-cost option to assist businesses with their human resource needs. A Human Resources (HR) Hotline allows employers to call in five days a week and connect with a live HR director who is ready to answer questions on a variety of HR topics. In addition, no-cost monthly webinars are available that cover a variety of topics businesses are faced with. The utilization of the HR Hotline has allowed local boards throughout the region to engage with and offer value added resources to businesses. Local boards will continue to promote the HR hotline with the goal of encouraging more businesses to take advantage of this valuable service.

Several WBDs in the region are advancing sector partnerships in regional priority industries. The creation and facilitation of sector partnerships allows local boards to engage with employers to find solutions that will help advance in demand sectors. The utilization of sector partnerships and sector strategies greatly increases the collaboration and relationships between industry and local boards. Over the next four years local boards will continue to develop, foster, and advance industry-wide sector partnerships to expand business relationships throughout the region.

Local boards have collaborated on the development of a regional website focused on services for businesses. The Valley Work site communicates how workforce programs assist businesses, provides examples of strategies that have been deployed to support Valley-based companies, and includes contact information for employers. To improve the utility of the site, local boards continue to examine ways in which it can be revised for greater access to information about regional support for businesses. Under consideration and review are information about the HR Hotline service; promoting recruitment events, such as job fairs throughout the region; providing information beyond direct local board services, such as “employer tax credit” information; highlighting sector strategy initiatives; and various other enhancements. The local boards continue to work through the Central California Workforce Collaborative as described in Section VII (A) and its workgroups to design, develop, and implement improvements to the Valley Work site.

V. 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 that experience barriers to employment. The region is committed to promoting access for everyone to training and services needed to prepare for careers that offer opportunities for long-term economic self-sufficiency and economic security.

A. Working with Businesses that Provide Quality Jobs

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

High Road Jobs Strategy

The local boards have prioritized sectors that represent high demand, high wage jobs. Such jobs exist in healthcare, logistics, construction, manufacturing, clean energy, and other industries targeted by the region. Companies in these sectors that pay the highest wages and offer the best overall packages to employees are those that are highly competitive and/or have unique positions within the economy. They include large companies, utilities, public agencies, and businesses whose workers are represented under collective bargaining agreements, among others. There are also small and medium-sized businesses that offer very attractive wages and benefits in an attempt to secure the best talent, enabling the businesses to grow and to fare better in the marketplace. As stated above, the local workforce system targets these companies and refers qualified candidates for available jobs. Because many of the job seekers accessing local workforce systems 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 local boards represented by the SJVAC RPU have implemented regional career pathway strategies that begin with the provision of information. Such information is available through a regional initiative that culminated in the development of a website,

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

Promoting Job Quality

The local boards promote job quality by looking for the best job matches for participants at all skill levels. They also do so through investments, such as focusing on on-the-job training positions that pay wages above a prescribed level and by only approving training that prepares individuals for high demand jobs in priority sectors through career pathways programs and other models focused on high growth and other demand industries.

There is no regional policy on job quality, as there is no structure through which a “region” can adopt policy. Policy is the purview of workforce development boards. Some WDBs have adopted or are working toward a definition within their respective local areas. Tulare County WIB has developed a forward-thinking definition that is “modular” in its design, recognizing that a “quality” job may vary based on a worker’s characteristics, career path, family size, priorities, and other factors. The Kern-Inyo-Mono WDB has defined a quality job for its Better Bakersfield and Boundless Kern (B3K) Prosperity Neighborhood Initiative as one paying no less than \$21.80 an hour.

In October 2022, The Stanislaus County Workforce Development Board adopted a tiered approach self-sufficiency standard which included a Good Jobs definition. Stanislaus 2030 released the 2022 Market Assessment Executive Summary in which they identified a good job starting at \$28.58. As a foundation, a good job means workers earning enough for the family to achieve self-sufficiency and economic mobility. Jobs in the report were categorized as “good”, “promising”, or “other” based on earnings, benefits and durability.

This definition of Good Jobs includes:

- i. Pay at least the target annual wage, meeting expenses and savings needs without California “safety net” benefits (e.g. SNAP, TANF, Medicaid).
- ii. Provide employer-sponsored health insurance, proxy for likelihood of other benefits like paid leave and retirement contributions; and
- iii. Afford stable career options to continue holding a good job in the future, considering factors like automation and career progressions

Other local areas in the region are working on producing a definition of job quality that aligns with median pay scales relevant to the local labor market. In some cases, this may

be related to a percentage of the Lower Living Standard Income Level for the area. 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.

B. Shared Target Populations and Targeted Service Strategies

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

Shared Populations

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

Targeted Service Strategies

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

VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

The PY 2025-28 planning period marks the first time the eight local boards within the San Joaquin Valley are addressing environmental sustainability and climate resilience within the Regional Plan. However, the WDBs and their workforce system partners are not unfamiliar with these challenges and their impact on the regional economy and local labor markets. Within the expansive ten-county region, issues such as dead and dying trees, movement away from fossil fuels, and water conservation needs are beginning to affect the focus and content of workforce programs. Strategies have been developed to address the workforce needs associated with these and other issues impacting the environment. What is needed to gain momentum in these efforts is an overarching plan and structure to shape workforce programs into effective models to support a climate neutral transition.

Opportunities for Building a Climate Resilient Economy and Workforce

As part of the process of developing the Regional Plan, local boards examined research and looked to existing efforts dealing with environmental sustainability in the Central Valley. A 2024 report by the Clean Air Task Force (CATF), [*An Exploration of Options and Opportunities for the San Joaquin Valley's Clean Energy Future*](#) stood out as uniquely pertinent to the interests of the local boards with respect to climate and the environment. The report reflects more than a year of intensive efforts to engage local government leaders, community leaders, subject matter experts, and state agencies on what a clean energy future might look like in the region. These leaders developed the following vision statement on how clean energy investments can contribute to the region:

The San Joaquin Valley will leverage clean energy investments to authentically engage impacted communities, create a dynamic and inclusive economy that elevates local talent and enduring community benefits, generates high-road jobs, cultivates innovation, supports federal and state decarbonization efforts, and accelerates achievement of the region's sustainability goals.

According to the report, the region has high resource potential and multiple pathways to support a clean energy future. The Valley is well suited to be a key player in the clean energy transition given its existing industrial base, rich land resources, skilled labor, multiple academic institutions, access to major transportation routes, and existing transmission infrastructure, alongside solar and other renewable energy and fuel potential. Clean energy brings new opportunities, not only by the direct value and jobs it creates, but also through its potential to attract other supply chain and manufacturing sectors, which can create sustained economic activity for the region.

Key activities for state and local partners will include:

- More detailed planning, including the completion of the Jobs First plans (discussed below);
- The development of locally determined community benefit agreements and/or frameworks;

- Workforce training needs assessment and training initiatives; and
- Federal, state, philanthropic, and private investments in project implementation.

The report states that Valley leaders have taken ownership of this effort and are continuing to push forward a thoughtful, self-determined, and coordinated approach to clean energy planning and established the following objectives:

SJV Clean Energy Objectives

Objectives		Potential Outcomes
Equity	Help those who least benefit from the current economy	• Advance diversity, equity, inclusion, and accessibility • Embed environmental justice & Justice40²³ principles • Create local wealth • Construct an economy that benefits everyone in some way
High Road Jobs	Create quality jobs that stay in the Valley	• Ensure sustainable, long-term jobs with investment in workforce and professional development and training programs • Create quality jobs that provide a living wage and benefits, such as health care and retirement
Wealth Creation	Attract business and investment to the Valley	• Increase the number of entrepreneurs and business headquarters in the Valley • Attract private investment and Intellectual capital • Invest in workforce development and training so local residents can access high-road jobs
Health	Result in cleaner environments	• Projects result in cleaner air, with the reduction of local fossil fuel consumption, and cleaner water • Consider including additional recreational facilities in negotiated community benefits
Builds Upon Existing Assets	Complement existing SJV industries and build upon existing infrastructure	• Complement ongoing local initiatives and infrastructure projects in both industrialized and rural communities (civil, physical, educational, etc.)

Experts from RAND, the international consulting firm, worked with Valley leaders through an iterative process to develop the San Joaquin Valley Clean Energy Portfolio Toolkit, which consists of:

- A spreadsheet-based Portfolio Design Tool to help stakeholders create portfolios of clean energy buildout over time in the Valley;
- A mathematical Portfolio Evaluation Model (modeling) to evaluate each portfolio along a variety of key metrics; and
- A Portfolio Explorer that provides interactive visualizations of the model results.

Among the workforce-focused themes that are consistent across the evaluated portfolios are:

Expansion of clean energy generation can create thousands of jobs annually within the Valley. Depending on the amount of different technologies in each portfolio, roughly half

of those direct jobs would be permanent jobs. For most technologies, well over half of all direct jobs are considered high-road jobs that pay more than the median U.S. income. Adding in indirect and induced jobs roughly doubles the estimated job creation.

Some technologies create more jobs than others. Hydrogen, bioenergy, and biogas projects create more jobs than solar per unit of energy they produce, and more of those jobs are permanent jobs. While utility-scale solar creates fewer jobs than other technologies per kilowatt-hour, solar still has the biggest clean energy resource potential, and given its scale, could still be a significant job creator. Solar energy is also used to support other technologies, such as hydrogen production, which, in turn, creates more jobs.

The modeling estimates are a lower bound for jobs created in the Valley. Efforts could be made to attract jobs to the region that might go elsewhere in the country. Clean energy development, in conjunction with jobs that are created to support or attracted to clean energy development (indirect and induced jobs), can serve as a foundation for additional job growth in the region.

The modeling does not show significant workforce constraints given existing workforce size, composition, and skills. However, existing workers will likely need training to successfully pivot to clean energy opportunities. Workforce training will be necessary and San Joaquin Valley leaders will need to do a gap analysis of what training is needed to meet clean energy transition jobs. The number of people who may require training is consistent with current graduation rates from community college training programs for similar skills in the region.

By working with leaders who are engaged in the work described in CATF's Clean Energy Future report, the region's local workforce development boards can align their climate-focused planning with those of industry, economic development, government, and other critical stakeholders.

Utilizing the California Jobs First Initiative as a Launchpad for Climate-Focused Workforce Development

In 2021, California launched a \$600 million initiative (formerly known as the Community Economic Resilience Fund or CERF) to support thirteen (13) economic regions in creating quality jobs and bolstering their resilience to climate and global challenges impacting the state's diverse regional economies. As part of this program, each of the 13 regions has built a California Jobs First Collaborative tasked with developing a clear vision for their region's economic future.

The Central Valley is home to three California Jobs regions: Northern San Joaquin Valley, the Central San Joaquin Valley, and Kern County. Collaboratives in each of these regions are coordinated independently, with specific target industry sectors and foundational elements, enabling strategies that tie into a broader plan for an inclusive regional economy. The local boards within each region have been instrumental in the leadership

of these efforts across the Valley. This includes the Central San Joaquin region, where the Tulare and Madera County boards lead sub-regional efforts, and in the Northern San Joaquin Valley, where the Merced County Workforce Development Board serves as regional convener.

California Jobs First Northern Region: The North Valley THRIVE Strategic Plan charts the roadmap to a sustainable and inclusive future, where the people of San Joaquin, Stanislaus, and Merced counties together realize the region's full potential. Stakeholders envision a future where the region is known for what people create and how they innovate, as well as for how communities care for each other and the land in and around local communities. Regional leaders will continue to be a key part of the dynamic Northern California mega region, with growing links to the Bay Area and Sacramento regions. The North San Joaquin Valley (NSJV) Strategic Plan outlines a transformative vision for the region's economic future by focusing on first deploying new technologies within the region, then on translating and manufacturing of advanced products and technologies within the region, and simultaneously on nurturing home-grown start-ups that take root within the region and help form distinct industry. Strategies focus on four priority sectors: Advanced Manufacturing, Clean Energy, Carbon Management, and Circular Bioeconomy. These sectors are identified as pivotal in transitioning the NSJV toward a more sustainable, equitable, and high-value economy that can meet the challenges of the 21st century, such as climate change, re-localization of supply chains, and increasing economic resilience in the face of technological disruption.

California Jobs First Central Region: The Sierra San Joaquin Jobs (S2J2) project is led by the Central Valley Community Foundation (CVCF) and is a four-county project consisting of Fresno, Madera, Tulare, and Kings counties. Utilizing a bottoms-up approach, local conveners have allowed for maximum input and inclusion at the local level by facilitating community conversations on the needs and challenges of each area and prioritizing project goals to elevate up to the region. CVCF kicked off an 8-week Spring Sprint in May 2024, to establish workgroups around the region's eight key priority areas: Climate Solutions, Responsible Food and Agriculture Systems, Circular Manufacturing, Water, Broadband, Small Business, Community Health, and Education and Skill Building. CERF Catalyst funds in the amount \$5.5 million of are available to support efforts in these priority areas. Local evaluators have screened and advanced project proposals to regional evaluators for funding consideration. The WDBs have been invited to serve on the Education and Skill Building Leadership Group to determine next steps for this component of the S2J2 regional plan. Four specific Investment Plans are included under the Climate Solutions: Clean Energy, ZEV Transition, Nature Based Solutions, and Carbon Capture. As S2J2 moves forward, the project will translate the broader strategies into specific, actionable initiatives. CVCF will engage in detailed planning and coordination of stakeholders to further define and prepare for implementation.

California Jobs First Kern County: The Kern County region's response to the California Jobs First initiative is led by the Kern High Road Transition Collaborative (KHRTC), a collective of members from disinvested communities, labor, business, government, and

other community stakeholders, such as economic development, philanthropy, education, and workforce development partners. The priority tradable industries emerging from this analysis are clean energy, advanced manufacturing, and agriculture. KHRTC prioritized clean energy for its competitive advantage in the Kern County region, positive impact on the environment, and strong alignment with state priorities. Advanced manufacturing, as a cross-cutting aspect of other industry verticals like agriculture, clean energy, and aerospace and defense, offers opportunities for inclusive employment that keeps industry value chains within the region, bolstering economic resilience. The announcement of new large, private solar and wind projects in the area, including Camino Solar Project and Alta Wind Battery Energy Storage, has led to expectations that clean energy jobs will grow rapidly in the Kern County.

VII. ACCESS AND ECONOMIC JUSTICE

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 commitment to equal access to career information, job readiness services, training, support in securing and maintaining a job, and career advancement.

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 local boards expect that all partners are fundamentally committed to providing equal access to opportunities for services, training, and employment, the WDBs seek to ensure such access exists. Clear and consistent information and messaging is key to increasing the shared commitment of all stakeholders to providing equal access for all job seekers. The Central Valley is home to people of different ethnicities, nationalities, religions, cultures, and languages. Therefore, local boards 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 access, leveraging ideals, values, and messages that resonate in the communities they serve.

Workforce System Commitment to Access

As expressed throughout the Regional Plan, the region's workforce leaders are committed to access in every aspect of their operations and programs. Efforts to ensure full access to workforce development programs and services for all individuals and communities exist throughout the region. Local boards engage in collaborative efforts such as the High Road Construction Initiative, which aims to support underserved, low-income communities. Partnerships include key stakeholders, such as economic development, community colleges, local education, agencies, and training providers. Local boards collaborate with the California Department of Rehabilitation to provide accommodations and remove barriers for individuals with disabilities. In addition, programs such as Student Training and Employment Program (STEP), which is jointly administered by the Department of Rehabilitation and the Foundation for California Community Colleges, assist students with disabilities in gaining valuable work experience and accessing information about career opportunities.

VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

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

A. Regional Service Strategies

Regional agreements, strategies, and initiatives include the following:

Central California Workforce Collaborative Regional Agreement

For more than a decade, the boards that comprise the SJVAC RPU have had a memorandum of understanding (MOU) in place that provides a framework for collaboration among the local boards and creates opportunities to coordinate, especially with regard to special projects and initiatives that cross local area boundaries. The purpose of the MOU is to maintain cooperative and mutually beneficial relationships. The MOU describe CCWC members as “a confederation of equals.” The CCWC operates under a general working structure, rather than as an entity. Both the current and prior MOUs stress the importance of collaboration with regard to securing regional funding and 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, on a project by project basis, 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 along with Mother Lode WDB. Also participating in CVIER are the EDD, the Small Business Development Center, and the California Labor Federation.

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

Regional and Sub-Regional Grants

One of the longstanding benefits of collaboration among local boards in the Central Valley has been jointly securing competitive grants. Based on the focus of the projects, collaborative grants may include participation by WDBs throughout the region or as few as two local boards. Regional grants include, but are not limited to:

Central Valley Forestry Corps: Fresno (lead), Tulare, Kern, Madera, Motherlode Job Training – Forestry and Fire services management programs. Programs are in process.

EMS Corp Grant: Fresno, Kings, Tulare, Stanislaus - Youth Entry into Emergency Medical Technician as a pathway to Medical occupations. Planning and implementation phases of the grant are in process.

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. The grant is in process.

Student Training and Employment Program (STEP): Tulare, Stanislaus, Fresno. Targets In-School Youth 16-21 with disabilities. Grants are in progress.

The Good Jobs Challenge: Madera, Fresno, and Tulare WDBs serve as backbone leads for the Transportation, Construction, and Manufacturing industries to facilitate sector partnerships between industry and education partners. Grant is in progress.

S2J2 Initiatives: Included are three separate initiatives for the three California Jobs First regions in the Central Valley. Projects address strategies around climate and environmental sustainability. Grants are in preliminary stages of program implementation.

Regional Equity and Recovery Program (RERP): Stanislaus (lead) San Joaquin, Merced, Madera, Fresno, Tulare, Kern/Inyo/Mono. The grant is in process.

Regional Scaling of Local Models

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

The Regional Organizer Function

CWDB requires that each RPU assign one local board as the Regional Organizer entity, with the activities being assigned to a designated staff person from that agency. The role of the SJVAC RPU Regional Organizer includes the following responsibilities:

- Attend bi-monthly meeting with the State Workforce Development Board to receive direction and guidance on Regional Planning Units' Objectives.
- Maintain communication with local WDBs on state objectives and regional initiatives by attending the Central California Workforce Collaborative meetings.
- Maintain momentum toward accomplishing Regional Plan goals by working with RPU sub-committees and/or designees.
- Support collaboration of regional workforce leaders.
- Coordinate the implementation of the Regional Plan.
- Support industry sectors partnerships by attending the Central Valley Industry Engagement Roundtable.

The Regional Organizer also serves as the "Regional Training Coordinator" for SJVAC Region. In this capacity, duties include:

- Conducting an assessment staff development needs and priorities to determine professional development activities.
- Procurement of trainers to meet regional staff development needs.
- Ensuring regional staff and partners receive necessary training and professional development to accomplish Regional Plan goals.

The role of the Regional Organizer is currently funded through discretionary grants from the CWDB and EDD.

B. Regional Administrative Cost Arrangements

While the region does not have formal administrative costs arrangements in place, local boards' collaborative efforts yield efficiencies. An example is a shared contract with a one-stop operator that benefits five local boards. Madera County WDB manages as master agreement with the vendor (Beaudette Consulting, Inc.), which separately invoices each local workforce area for the services it provides. Participating WDBs include Madera County (lead), Kings County, Merced County, San Joaquin County, and Stanislaus County.

Additional collaborative initiatives that may be of interest to 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 benefiting multiple local boards; and
- Coordination by a local board of procurement of an AJCC Certification consultant.

IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES

Based on the input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the PY 25-28 Plan, the following issues were identified as priorities for further examination, exploration, development, and/or enhancement over the four-year period covered by the Regional Plan. The Directors of the RPU's eight local boards will work with their WDB members, elected officials, business leaders, and local partners and stakeholders to set the agenda for review of these priorities and, following such review, determine where, when and how action should be taken.

The themes represented by the priorities that follow were identified through input from WDB leaders, system partners, and regional stakeholders at a series of discussion, including the three community forums that are described in Attachment 1.

1. Focus on Key Industries

Given the importance of targeted industry sectors and other significant industries to the economic vitality of the region and the finite availability of economic and workforce development resources, local boards, education partners, training providers, and other system stakeholders should focus on sectors of the economy that represent the greatest potential to create wealth and opportunities for businesses and residents throughout the Valley. The priority industries outlined in the SJVAC RPU Regional Plan coincide with business and community perceptions of sectors offering significant opportunities. Stakeholders note the strategic position of the Valley as a hub for logistics and transportation; the need for a stable healthcare infrastructure for the region's growing population; and the continued importance of agriculture as the economic foundation of the San Joaquin Valley.

2. Support Businesses in Managing Change

Businesses of all types and sizes face constant change and managing change is part of the normal course of business operations. However, many companies throughout the Valley were profoundly impacted by a range of disruptions to sales, supply chains, and operations that occurred in connection with the pandemic, and adjusted their business models to continue their operations. For a significant number of businesses, these adjustments included right-sizing their operations to remain viable. While such actions were necessary, some businesses, subsequently, have reduced capacity for change management. With rapid adoption of advanced technology in the marketplace, changing behaviors among workers, an insufficient pool of applicants for many essential positions, and rising costs of goods and services, commercial enterprises may require more support than ever before. The workforce development system is ideally positioned to consult with businesses and to develop solutions in the areas of sourcing, hiring, training, and managing talent. Local boards and partners should adopt a more consultative posture in supporting their business customers.

3. Engage Business in the Design and Delivery of Training

While businesses are a clear end-user of the full range of workforce development services provided by local boards and many system partners, too often career services, training, and even direct services for businesses are designed without their input. Business leaders should be the “managing partners” in the design of workforce services and, especially, programs that train candidates for employment in the skills companies need most. WDBs and system partners should consider opportunities to expand existing sector partnerships and to develop new ones as a structure for securing business intelligence and direction on services and training. At the same time, system partners should develop strategies that encourage businesses to become more active as trainers of new and current workers, using models such as customized training, on-the-job training, and apprenticeships.

4. Address Climate Impacts on Economy and Work

While approaches to addressing climate and environmental sustainability issues are a new element of Regional Plans, these challenges are not new concerns for workforce system stakeholders. Air pollution, a transition from fossil fuels, preemptive control of forest fires, and, especially, water management are areas in which stakeholders are providing training and are continuing to assess needs for new programs and curricula. The approaches outlined in Section VI of the Regional Plan aligns with priorities of system partners and local stakeholders.

5. Identify and Train the Workforce in Core Employability Skills

There are skills that are widely desired by businesses across many industries, and some skills are often considered universally needed for all jobs. System stakeholders call out foundational skills (i.e., so-called “soft skills,” such as promptness, team work, acceptance of supervision, critical thinking, problem solving); basic skills (English and math skills); communication skills (verbal, written, and appropriate to the workplace); digital literacy (ability to use basic technology tools and systems); financial literacy; and job retention skills as among the general skills most valued by companies of all types and sizes. Business and industry leaders continue to stress that individuals with these skills are the most desirable, are the easiest to train, and are, generally, the best fit. Workforce system partners throughout the region should work to identify a full complement of core employability skills and devise strategies for assessing and training in these skills areas.

6. Prepare Youth and Young Adults for Careers

An array of strategies and approaches are needed to prepare youth and young adults for a lifetime of employment and for career advancement that enables self-

sufficiency, provides a family-supporting income, and creates opportunities for stability and prosperity. Information on jobs and careers should be available to children at an early age and more detailed information should be available to them as they progress through grade school, middle schools, and high school. WDBs and system partners should work closely with schools to provide information that supports career exploration and students' decisions on career-related programs and content available at the middle and high school levels. Opportunities for youth employment are critical, as first jobs, whether subsidized or not, provide important hands-on learning experiences that will stay with workers throughout their careers. Workforce programs should also continue to provide opportunities for disconnected youth and young adults to re-engage with education, training, and work.

7. Recognize Changes in Worker Priorities

Business leaders, educators, workforce development professionals, social services providers, and other stakeholders continue to describe shifts in attitudes, behaviors, preferences, and priorities among workers and candidates for employment. Many indicate that, while these changes have been evolving over the last decade or even longer, such shifts were accelerated by circumstances surrounding the pandemic. For many individuals, particularly younger workers with less experience and attachment to the workforce, factors such as work-life balance, “meaningful” or “purpose-driven” work, flexibility, and opportunity to be part of decision-making are more important than factors like pay, stability, and promotional opportunities. Many businesses describe workers' lack of punctuality, adherence to work schedules, and short tenure as challenges to business operations. System partners need to recognize and respond to changes in worker priorities by developing corresponding career services and training. Such services may acknowledge that employment and career decisions are individual choices, but highlight advantages of employment retention, including stability, wage increases, and opportunities for advancement. Support for businesses may include strategies that encourage worker retention.

8. Leverage Under-Resourced Workers

With the need for talent continuing to outstrip supply, local boards and system partners must develop strategies to expand the pool of available workers. Stakeholders cite individuals from various under-resourced populations as strong candidates for jobs, even in positions for which they have not traditionally been hired in large numbers. These populations include, but are not limited to, individuals with disabilities, older workers, justice-involved individuals, English language learners, and young workers. Business and workforce leaders should work together to identify the training and services that will best prepare such individuals to be strong candidates for in-demand jobs.

9. Bring Services to Communities

The Valley is expansive and, while most of its population is located in urban centers and adjacent suburban communities, many individuals live in rural areas where access to services is limited and transportation to brick-and-mortar facilities, such as AJCCs, is challenging. The workforce system partners should continue to collaborate on strategies to bring services to remote communities. Such strategies could include virtual service delivery, mobile services, pop-up locations, and part-time or periodic sharing of partner facilities.

10. Expand Collaboration

WIOA prescribes specific partner relationships for the public workforce system that include complementary federally funded programs. Local boards throughout the Valley have expanded their partnerships to include many state and locally funded programs and organizations, as well as community partners. Workforce systems may benefit from collaborations with a wide range of organizations that have not traditionally been viewed as partners. Stakeholders suggest that partnerships that could enhance the system and add significant value for customers include public health and behavioral health agencies, early childhood education providers, industry associations, organized labor, and various population-based service providers.

X. ATTACHMENTS

The following items are Included as part of the Regional Plan.

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

Stakeholder and Community Engagement Summary

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

Opportunities and Challenges for the Workforce Development System:

Questions/topics addressed include, but were not limited to:

- Considering the regional economy and industries that are contributing to growth and prosperity, what opportunities exist to help workers develop necessary skills and otherwise prepare for jobs with current and projected demand?
- What strategies should workforce system agencies employ to better understand generational and evolving needs of workers?
- What are the greatest obstacles for individuals looking to prepare for “good jobs?” Are there strategies that the workforce system could use to minimize or eliminate these obstacles?
- As businesses continue to face recruitment and hiring challenges, are there strategies that the workforce system could implement to lessen these difficulties?
- Other input on workforce development opportunities and challenges.

This forum was held in-person on two occasions:

- October 22, 2024.
- November 18, 2024.

The Changing landscape of Jobs and the Economy:

Questions/topics addressed include, but were not limited to:

- Compared to a decade ago or even more recently, what changes are most prevalent in the regional economy?
- How are changes in local industries and businesses affecting the types and availability of jobs?
- What impact are economic changes having on workers and individuals looking for work?
- What changes do economic trends suggest for workforce development and skills training programs?
- Other input on workforce development opportunities and challenges.

This forum was held via Zoom on December 5, 2024.

Regional Plan Stakeholder and Community Engagement Outreach

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Published on department website, email, and Social media posts on LinkedIn, Facebook, and Instagram.	General Public and regional primary points of contact.	A total of 13 attendees attended the South sub regional forum	
Published on department website, email, and Social media posts on LinkedIn, Facebook, and Instagram.	General Public and regional primary points of contact.	A total of 17 attendees attended the North sub regional forum. Attendees included the following businesses and agencies: Merced Worknet, Stanislaus County Workforce Development, West Modesto Community Collaborative, Modesto Junior College, Central Valley Opportunity Center, Merced College, Paradigm, OE3, Go Educate	
Published on department website, email, and Social media posts on LinkedIn, Facebook, and Instagram.	General Public and regional primary points of contact.	A total of 80 attendees attended the online forum that took place on Zoom. Attendees included the following businesses and agencies: San Joaquin County, Madera County Workforce Investment Corporation, CAPK, Proteus, Inc, Teamsters Local 87, Garden Pathways, EDD, Department of Rehabilitation, The Wonderful Company, Employers' Training Resource, Bakersfield College, Bakersfield Adult School, Kern Health Systems, Kern County Department of Human Services, Kern Workforce and Economic Development, SER SCSEP Project, Wasco, Union High School District, California Indian Manpower Consortium, Inc, PCL Industrial Services, Inc., Social Vocational Services.	

**PUBLIC COMMENTS THAT DISAGREE WITH THE
Program Year 2025-28 REGIONAL PLAN**

1.	From: Alissa Reed	Date: 3/11/2025
Comment: In a quick review of the completed Regional Plan, I do not see a reference to the Ca Jobs First Regional Plan 2 and the priority tradeable industry sectors which has been incorporated into the CA Economic Blueprint recently published. The only reference to targeted industry sectors appears to be in reference to the B3K report and some periphery data around layoffs. I strongly recommend that this be considered.		

Attachment 3

SIGNATURE PAGE

The following signatures represent approval of the San Joaquin Valley Regional Planning Unit's Program Year 2025-28 Regional Plan by the eight Workforce Development Boards that comprise the region.

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

Edgar Blunt, Chair	Date

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

Ian Journey, Chair	

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

Nancy Silva, Chair	Date

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

Brett Frazier, Chair	Date

SIGNATURE PAGE (cont.)

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

Leslie Abast-Cummings, Chair Date

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

Diane Vigil, Chairperson Date

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

Bill O'Brien, Chair Date

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

Colby Wells, Chair Date



Agenda Item 8.1

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Success Stories

Information:

Program participants and employers share about their experience working with the workforce system and how their participation and partnership has contributed to positive results.

Financing:

Workforce Innovation and Opportunity Act

SUCCESS STORY



Jazmine L.

Jazmine, a young adult who graduated from high school in 2023, was uncertain about which career path to pursue. Seeking guidance, she turned to the Madera Workforce

Investment Corporation for services and career advice. Through their support, Jazmine was placed at JKaur Dentistry under the Paid Work Experience Program, where she began learning the duties of a Dental Assistant.

Simultaneously, the Workforce sponsored Jazmine's enrollment in a Dental Assistant Course to help her obtain her Dental Assisting Certification. With determination and hard work, Jazmine successfully completed both the Paid Work Experience and the Dental Assistant course.

Today, Jazmine is thriving at JKaur Dental Corporation in Madera. Not only is she happy in her role, but she has also taken on the responsibility of training new staff members. Reflecting on her journey, Jazmine shared, "I would like to thank the Workforce for helping me and guiding me through the beginning of my Dental Assistant career. They helped me find a job, and I definitely recommend them to a lot of people."

Jazmine's story is a testament to the impact of dedicated support and the power of perseverance in achieving career success.



Agenda Item 8.2

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: WDB Action Planning Subcommittee Updates

Information:

Each of the 5 subcommittees will have an opportunity to share progress toward action items outlined in each priority area. The subcommittees include Leadership Engagement, Training, Work Ethics, Marketing, and Policy.

Financing:

Workforce Innovation and Opportunity Act



Agenda Item 8.3

☐ Consent

☐ Action

☒ Information

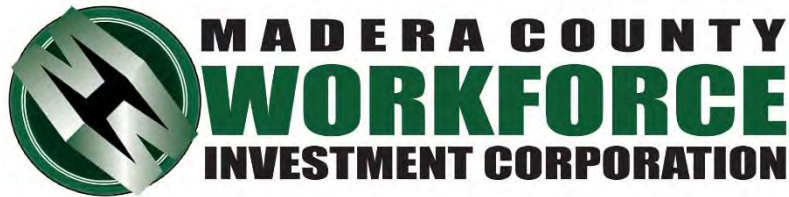
To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Madera County Workforce Investment Corporation (MCWIC) Update

Information:

The MCWIC last met on February 27, 2025. The agenda for their February meeting and the minutes for their December 11, 2024, are provided for the Board's review. They will meet next on April 24, 2025.

Financing:

Workforce Innovation and Opportunity Act



A G E N D A

**February 27, 2025
3:00 p.m.**

Meeting will be held at:

**Workforce Assistance Center, Executive Conference Room, 2037 W. Cleveland Ave., Madera Ca, 93637
Via Zoom: 730 N. I Street, Madera, CA 93637**

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.

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. The comment period will be limited to 15 minutes. Each speaker will be limited to 3 minutes.

4.0 Introductions and Recognitions

5.0 Adoption of Board Agenda

6.0 Consent Calendar

6.1 Consideration of approval of December 11, 2024, Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

7.0 Action Items

7.1 Review of Form 990 2022 tax returns by the MCWIC Board of Directors in preparation for submittal to the IRS.

7.2 Consideration of approval of the MCWIC year-to-date financial reports for the period ending December 31, 2024.

- 7.3 Consideration of approval of the revised MCWIC salary schedules to include adjusting starting wages to reflect the increase to the minimum wage and the addition of the Marketing and Outreach Coordinator.

8.0 Information Items

- 8.1 Success Stories
- 8.2 Workforce Development Board (WDB) of Madera County Update
- 8.3 MCWIC Executive Director Mid-Year Goals Update
- 8.4 Revised October 24, 2024, MCWIC Board Meeting Minutes
- 8.5 Beaudette Inc.'s One Stop Operator (OSO) report for the period of October 1, 2024, through December 31, 2024.
- 8.6 WIOA Formula and Special Projects Quarterly Program Overview as of December 31, 2024
- 8.7 Program Impact Report July 1, 2024, through December 31, 2024
- 8.8 Local Area Subsequent Designation and Local Board Recertification Program Year 2025-27 application update
- 8.9 Update on MCWIC Tenants
- 8.10 Update on PY 2023 Local Area Post-PY Targets and Performance Scores
- 8.11 Update on Local and Regional Workforce Plans
- 8.12 Update on One Stop Operator Procurement
- 8.13 Update on WIOA Adult & Dislocated Worker Career Services Provider Application
- 8.14 Information on Weekly Unemployment Insurance (UI) Initial Claims for Madera County
- 8.15 Form 700 Due April 1, 2025

9.0 Written Communication

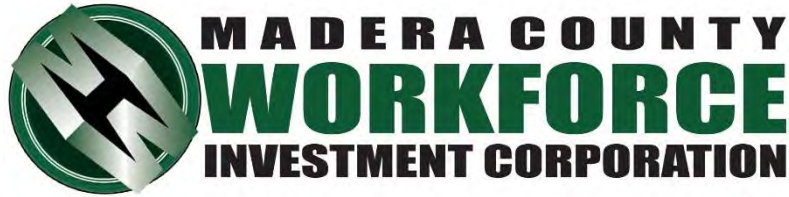
10.0 Open Discussion/Reports/Information

- 10.1 Board Members
- 10.2 Staff

11.0 Next Meeting

April 24, 2025

12.0 Adjournment



MINUTES

December 11, 2024

***Convened at the Workforce Assistance Center - Conference Room
2037 W. Cleveland Avenue, Madera, CA 93637
(559) 662-4589***

PRESENT: Debi Bray, Gabriel Mejia, Mattie Mendez, Ramona Davie, Roger Leach, Tim Riche
ABSENT:
GUEST: Catalina Reyes, Henry Oum, Paul Hughes
STAFF: Ahmed Metwally, Esmeralda Perez, Bertha Vega, Jessica Roche, Nicki Martin, May Her, Maiknue Vang

1.0 Call to Order

Meeting called to order at 4:02 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

Roundtable introductions were done by everyone in attendance. Esmeralda Perez, Account Clerk I, and May Her, Principal Accounting Technician, work in the Finance Department. Their hard work and attention to detail helped MCWIC earn a clean audit.

5.0 Adoption of Board Agenda

Roger Leach moved to adopt the agenda, seconded by Tim Riche.

6.0 Consent Calendar

6.1 Consideration of approval of the October 24, 2024, Madera County Workforce Investment Corporation (MCWIC) meeting minutes.

It was noted that the minutes for the October 24, 2024, meeting mistakenly listed Mattie Mendez as an attendee and Roger Leach as absent. Staff will confirm the attendees for the meeting and will correct the minutes.

Roger Leach moved to approve the minutes with the correction to the attendees, seconded by Gabriel Mejia.

7.0 Closed Session

Roger Leach moved to close open session and move into closed session at 4:35 p.m., seconded by Ramona Davie.

Vote: Yes – Unanimous

Yes: Debi Bray, Gabriel Mejia, Mattie Mendez, Ramona Davie, Roger Leach, Tim Riche

7.1 Request for Closed Session: Pursuant to Government Code 54956.8: Discuss confidential information regarding current tenant sublease agreement with P. Steve Ramirez.

Roger Leach moved to adjourn closed session at 5:01 p.m., seconded by Ramona Davie.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Ramona Davie, Roger Leach, Mattie Mendez, Tim Riche

a. Closed Session Report out

No reportable actions were taken during closed session.

8.0 Action Items

8.1 Consideration of approval of the Audit Report for the 2023-2024 audited financial statements submitted by Price Paige & Company.

Henry Oum presented the audit report to the MCWIC board. The Auditor's Report gives a clean, unmodified opinion. Everything looks good. The Auditor's Report outlines the responsibilities of staff as well as the auditors. The Balance Sheet was reviewed. It was noted that right-of-use is new to the process and documents and must now be included anytime something is leased. The Statement of Financial Expenses is required. 86% goes to program services. The Notes to the Financial Statements were reviewed. A new accounting standard is a shift from the incurred loss model to the expected loss model. MCWIC adopted this new standard effective July 1, 2023. This primarily resulted in new and enhanced disclosures only. The Financial Statements were reviewed. MCWIC did not receive any findings and had clean reports.

Roger Leach moved to approve, seconded by Mattie Mendez.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Ramona Davie, Roger Leach, Mattie Mendez, Tim Riche

8.2 Consideration of approval of the MCWIC year-to-date financial reports for period ending September 30, 2024.

Staff reported that there was a line item missing from 1 of the financial reports and provided a handout for their review. The Encumbrance Budget Total Line is missing from the document included in the agenda packet - the Total Expenditure line item was missing from the document. That is the only difference between the 2 documents. The "Total 02,03,04 Total Expenditures" was missing from the original document. Other than that, there are no concerns or issues. Jessica Roche, Controller, reviewed the Encumbrance Budget report and noted that paid work experience (PWEX) is now included in the general ledger codes and break-out sections. PWEX is now reflected in the Direct Client Costs – Payroll section. The Direct Client Costs includes information on budget break-out for the different types of budgets MCWIC has for the clients such as Skills Training, On the Job Training (OJT), Incumbent Worker Training, and Client Supportive Services. Line item 5100 Staff Salaries does not include 5105-Vacation – vacation and staff salaries are now lumped into 1 line. 5990 Bad Debt Expense represents the payroll fraud incident that was previously reported to the Board.

Tim Riche moved to approve, seconded by Gabriel Mejia.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Ramona Davie, Roger Leach, Mattie Mendez, Tim Riche

8.3 Consideration of approval of a budget increase in the amount of \$233,444.50 for the first of two installments of the James Irvine Foundation Grant from Amalgamated Foundation.

Madera Workforce was awarded the James Irvine Foundation Grant. Staff requested approval of a budget increase in the amount of \$233,444.50, which represents the first of two installments for this grant's funds. The grantors split the total grant amount into 2 installments. Staff will bring the second installment to the Board for approval once it is received. Information on the grant budget and how it will be spent was also included. The budget includes information on hiring a Marketing and Outreach Coordinator, the purchase of a Mobile Unit, and obtaining the services of a Public Relations firm as well as other details. The budget is considered a working document and could be revised as needed.

Tim Riche moved to approve, seconded by Mattie Mendez.

Vote: Approved – unanimous

Yes: Debi Bray, Gabriel Mejia, Ramona Davie, Roger Leach, Mattie Mendez, Tim Riche

9.0 Information Items

9.1 Success Stories

Information included within the agenda packet.

9.2 Workforce Development Board (WDB) of Madera County Update

Information included within the agenda packet.

9.3 Workforce Innovation and Opportunity Act (WIOA) Reauthorization Update

Information included within the agenda packet.

9.4 America's Job Center of California (AJCC) Certification Update

Information included within the agenda packet.

9.5 Local and Regional Workforce Plans Update

Information included within the agenda packet.

9.6 Local Area Subsequent Designation and Local Board Recertification Program Year 2025-27

Information included within the agenda packet.

9.7 WIOA Adult & Dislocated Worker Career Services Provider Application

Information included within the agenda packet.

9.8 Unemployment Insurance (UI) Claims Information

Information included within the agenda packet.

10.0 Written Communication

None.

11.0 Open Discussion/Reports/Information

11.1 Board Members

None.

11.2 Staff

Maiknue Vang stated that the Madera Workforce Development Board was invited and has been participating in the Regional CERF project for the Central Valley along with Madera, Fresno, Kings, and Tulare Counties. Governor Newsom visited the Central Valley so that the CERF Regional Investment Plan could be presented to him. Kristina Gallagher, Executive Director – Madera County Economic Development Commission, was also able to meet the Governor.

12.0 Next Meeting

The next meeting will be held at the Workforce Assistance Center on February 27, 2025.

13.0 Adjournment

Roger Leach moved to adjourn the meeting at 5:17 p.m., seconded by Gabriel Mejia.



Agenda Item 8.4

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Update on PY 2025-2028 Local and Regional Workforce Plans Update

Information:

The local plan was approved by the Board of Supervisors at their April 8, 2025, meeting. The regional plan was released for a 30-day public comment period beginning March 5, 2025. All public comments or significant changes received has been summarized and included with the plan narrative for review and approval by the WDB. Local and regional plans are due to the State by April 27, 2025, and will be delivered in one package that will include the regional plan and all local plans associated with the San Joaquin Valley and Associated Counties Regional Planning Unit.

Financing:

Workforce Innovation and Opportunity Act



Agenda Item 8.5

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Update on Local Area Subsequent Designation and Local Board Recertification Program Year 2025-27

Information:

The local area designation and board recertification is an administrative requirement by the State that is completed every 2 years. The application includes information on WDB composition, performance standards, fiscal integrity, and engagement on local and regional planning. The application was approved by the WDB on February 20, 2025, and forwarded to the Board of Supervisors for approval at their meeting on March 18, 2025. The application was submitted to the California Workforce Development Board (CWDB) on March 27, 2025. Staff are awaiting notification for final approval at this time.

Financing:

Workforce Innovation and Opportunity Act



Agenda Item 8.6

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Update on One Stop Operator Procurement

Information:

Per Workforce Services Directive 22-13, Local Boards must select an AJCC One Stop Operator through a competitive process once every 4 years. Since 2021, Beaudette Consulting, Inc. has provided required One-Stop Operator services for our Sub-Region of Madera, Kings, Merced, San Joaquin, and Stanislaus Counties. Our current agreement terms June 30, 2025.

A Request for Proposal was released in November of 2024. Proposals were received and have been reviewed and ranked by representatives of each workforce board area. TMG - The Munoz Group is the successful bidder with over 25 years of management and customer service experience focused on workforce development projects and service delivery with One-Stop Center Systems. TMG will replace Beaudette Consulting, Inc. starting July 1, 2025.

Financing:

Workforce Innovation and Opportunity Act



Agenda Item 8.7

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Information on Department of Rehabilitation (DOR) AJCC Collaboration Project PY 24-25

Information:

The California Employment Development Department (EDD) has awarded funding to the Madera County Workforce Investment Corporation, on behalf of the local Workforce Development Area, to collaborate with the Department of Rehabilitation (DOR) to support individuals with disabilities. The project will enhance the progress that the local area has made in fostering a culture of disability inclusion while rebuilding staff capacity and meaningful collaborations. The project will also strengthen MCWIC's coordination with partners and businesses to increase co-enrollments that support workforce participation in training, employment, and retention that lead to long-term outcomes.

Financing:

Workforce Innovation and Opportunity Act



Gavin Newsom, Governor
California Labor and Workforce Development Agency



March 4, 2025

Madera County Workforce Investment Corporation
Maiknue Vang, Executive Director

Dear Maiknue Vang:

I am pleased to inform you that the proposal submitted by the Madera County Workforce Investment Corporation for the Department of Rehabilitation (DOR) America's Job Centers of California (AJCC) Collaboration Project Program Year 2024-25 (PY 24-25) has been selected for funding in the amount of \$814,757.00. Awards for this program are sourced from the *Workforce Innovation and Opportunity Act* (WIOA) Title IV Vocational Rehabilitation (VR) funds.

Please note that the requested funding amount has been revised. This adjustment was made in an effort to maximize the impact of our resources.

The EDD Project Management team will contact your organization to assist with exhibit modifications and provide assistance throughout the term of the project. Awardees are required to revise exhibits to reflect the official period of performance, verify accuracy, and ensure all funded activities are allowable under the DOR-AJCC Collaboration Project PY 24-25 grant. Modifications must be submitted within the time provided by EDD before subgrant funds will be released.

Please feel free to contact the EDD Project management team, should you need more information or if you have any questions, at WSBSpecialPopulations@edd.ca.gov.

Thank you very much for your proposal, and congratulations on your award!

Sincerely,

A handwritten signature in cursive script that reads "Javier Romero".

Javier Romero
Deputy Director
Workforce Services Branch



Agenda Item 8.8

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Information on Madera County Job Fairs

Information:

The Madera job fair was held on Thursday, April 4, from 10am-2pm, at the Madera County Fairgrounds – Hatfield Hall. There were 41 employers from various industries with 1,909 current job openings to fill and met with over 770 job seekers. Staff are still collecting and sorting through data to determine how many positions were filled.

The Mountain Community job fair will be held on Thursday, April 24, from 12-4pm, at the Oakhurst Community Center. There will be 21 employers from various industries with 506 current job openings to fill.

Financing:

Workforce Innovation and Opportunity Act



Agenda Item 8.9

☐ Consent

☐ Action

☒ Information

To: Workforce Development Board of Madera County
From: Maiknue Vang, Executive Director
Date: April 17, 2025
Subject: Unemployment Insurance (UI) Claim Information

Information:

The most recent data on UI Claims for the period of February 8, 2025, through April 5, 2025, for Madera County is being provided for the WDB's review.

Financing:

Workforce Innovation and Opportunity Act

California Unemployment Industry & Demographics Data Dashboard

(Dashboard appears better when viewed in full screen mode. Click the icon in the bottom right-hand corner of screen next to download icon.)

About This Tool	County Claims	County Demographics	County Industry	Statewide Demographics	Statewide Industry
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Weekly Initial Claims by County

County	February 2025			March 2025				April 2025
	(Week Ending)			(Week Ending)				(Week Ending)
	8	15	22	1	8	15	22	29
Madera	274	286	229	254	284	256	200	182

Claim Type

☒ UI Claims

☐ PUA Claims

County

Madera

Claims by Y... Multipl..

Claims by Week (Sele..

Multiple values

The data provided in these reports are the number of initial claim counts. It includes new claims, additional claims, and transitional claims. Data includes regular Unemployment Insurance program and federal extended benefit programs. Data for claimants who live outside of California, but collect benefits, and invalid addresses in California are not included in these numbers.

- A new claim is the first claim for a benefit year period (for the regular UI program it is 52 weeks). You can only have one new claim during a benefit year period.
- An additional claim is when a second claim is filed during the same benefit year and there is intervening work between the current claim and the previous claim. For example, an individual files a new claim, goes back to work, gets laid off and files another claim before the benefit year period of the first claim expires. An individual can have multiple additional claims during the same benefit year if individual you meet the eligibility requirements.
- A transitional claim is when a claimant is still collecting benefits at the end of their benefit year period and had sufficient wage earnings during that year to begin a new claim once the first benefit year period ends.

	Launch – Q1 7/1/24 – 9/30/24	Q2 10/1/24 – 12/31/24
Leadership Engagement Re-evaluate the WDB so that the right leaders of today are investing in the leaders of tomorrow.	Learn our own board – who is currently here, who are they representing? Look at Madera Board composition = Are they an administrator, have hiring authority and term limits. 8/2: Initial review of board members and composition. Need to be majority private. Mark Choe/Pines Resort has resigned. Lalo Lopez, Title II/MUSD has also resigned. Superintendent Todd Lile has agreed to fulfill MUSD's seat. Sent out Bylaws and WIOA Public Law section 107 on local WDB requirements for review . 9/20: Reviewed WIOA Local Board membership and composition requirements to determine which seats are required by law. WDB composition must include 51% private business, 20% Workforce Reps (Labor/CBO), and the total WDB members must include no less than 15% labor reps. Currently have 22 members and are out of composition. We would need to add another private sector member to regain board composition, which would give us 23 members. The committee agreed to reduce vs add to our board size as this number makes quorum an ongoing issue. We should focus on who really needs to be there and felt that 17-19 members would be ideal. Work with other WDBs to review their WDB composition- 8/2: ED will reach out to colleagues and report back to subcommittee. 9/20: ED shared insights on other WDBs and what their composition looks like. On average, local boards have 17-19 members. Tulare County has been able to get down to 14 members with multiple members wearing dual hats (like Mattie and Rob do for us) and despite their size, Fresno County has 20 members. Jorge also shared that the workforce boards he sits on in Merced and Stanislaus both have 20 members as well. What are the priority sector areas for jobs, growth, and training – State, Regional, Local. How is funding focused around sectors? 8/2: Reviewed Identification of Priority Sectors Policy. Identified gaps in membership related to Chowchilla and Manufacturing and Transportation priority industries. Committee members tasked with identifying individuals who may be able to fill gaps on board. Membership also missing from Renewable Energy Sector. Identify budget to facilitate leadership development. 8/2: Subcommittee further defined activities that would be considered "leadership development" to include conferences, guest speakers for board members, hosting leadership speaker series in the community, and a State of the Workforce Luncheon. ED shared that all subcommittee Chairs have been invited to attend CWA's Meeting of the Minds in Monterey in September. The annual conference is geared towards workforce Exec/Admins and includes a board member track. <u>Note: Future Meetings will be held via zoom, inperson, hybrid as needed.</u>	Who else is missing from Board composition- what is the purpose of adding additional board members? Completed 8/2: Identified gaps in membership related to Chowchilla and Manufacturing, Transportation, and Renewable Energy priority industries. Committee recognized that filling these gaps may result in current board members being replaced on the Board. Discussed possibility of adding City officials (Madera & Chowchilla) to ensure engagement, alignment, and open lines of communication. 9/20: After review of Board membership and composition requirements, the committee agreed to have the ED meet regularly with city officials to provide updates and alignment with City initiatives vs adding additional seats to the board. 11/5: Reviewed and evaluated several board composition scenarios. Identified one that the committee felt best meets composition with room to fill needed gaps in representation. Committee proposes to remove 1 CBO, 1 Labor, and 1 non-required seat from the Board. Additionally, the committee proposes replacing 2 private sector members with individuals representing priority industries and geographical landscape. Review bylaws. Completed 9/20. Agreed to leave as is. Decide to add Board members, advisory committees, or engage through meetings. 11/5: Committee has proposed the following private sector businesses: Wood Express Trucking, Chowchilla Certainteed, Chowchilla Autozone, Chowchilla ZNDUS, Madera ADS Manufacturing, Madera Evapco, Madera Almond Tree Hulling Company, Chowchilla ALC Trucking LLC, Chowchilla Interstate Transportation, Chowchilla Central Valley Concrete, Chowchilla 11/21: ED updated Board Chair regarding Committee's assessment and proposed restructuring of the WDB . Suggestions will be brought to December 19th WDB meeting for consideration and guidance . 12/19: Potential private sector businesses for Renewable Energy: GRID Alternatives, Fresno/Madera Madera Pumps, Madera Madera Irrigation, Madera Stewards of the Sierra, E. Madera Beam Circular, Modesto Local boards may establish standing committees that include individuals who are not formal members of the board, but have expertise to advise on issues that support the board's work. Must be chaired by a member of the

Q3 1/1/25 – 3/31/25	Q4 4/1/25 – 6/30/25	Q5 7/1/25 – 9/30/25	Q6 10/1/25 – 12/31/25	Q7 1/1/26 – 3/31/26	Q8 4/1/26 – 6/30/26	Victory 7/1/26 – 9/30/26
Decide to add Board members, advisory committees, or engage through meetings. 2/10: During the WDB's 12/19/24 meeting, the board approved the subcommittee's recommendations to 1) remove 1 CBO, 1 non-required partner, and 1 union rep from the board to restore board composition, and 2) replace 2 private sector members by individuals who fill priority industry and geographical gaps on the board. #1 will reduce the board size from 23 to 19 members, which should also minimize issues with quorum. These resignations will be brought to the 2/20 WDB meeting for approval. The timeline to implement #2 will wait until after the Local Area Subsequent Designation & Local Board Recertification Application has been completed and submitted to the State as the process requires Board compliance and includes an evaluation of Board composition. The deadline for this requirement is April 7, 2025. The completed application will also be brought to the 2/20 WDB meeting for approval prior to BOS review and approval. In the interim, the ED will reach out to identified private sector businesses to see who might be interested and available to serve on the WDB. The subcommittee has narrowed this list down to the following for Manufacturing: Evapco, West Coast Products, Anderson Pumps, ADS Manufacturing, and the following for Transportation: Almond Tree Hulling Co., Central Valley Concrete, Wood Express, and ALC Trucking. Creating agendas aligned with strategic priorities. Assign board members to attend regional/state meetings- Include Marketing work below	Decide to add Board members, etc. 4/13: Private sector member resignations brought to 4/17 WDB meeting for approval. Private sector member replacements for Transportation and Manufacturing will be agendized for June’s meeting. Jim Kopshever, the Almond Tree Hulling Co., has been invited to join WDB. Will be attending 4/17 WDB meeting before making a decision. Eric Niino, Evapco, has been invited to join WDB. There seems to be interest, but we are still waiting on a decision. Beginning next program year, we will begin to track and enforce attendance policy. Assign board members to attend regional/state meetings. 4/13: WDB has a table at the EDC Summit on 4/17 where several board members will be joining staff. Nicole Mosqueda will be attending CWA’s WORKCON conference in Costa Mesa at the end of April and participate on an employer panel. She has also been selected as this year’s Workforce Champion of the Year and will be honored during our conference luncheon. CWA’s Meeting of the Minds Conference will be held the first week of September in Monterey and WDB will be taking 1-2 board members. The National Association of Workforce Board’s FORUM conference will be held in Vegas in March 2026 and WDB will be taking 1-2 board members.	Assign board members to attend regional/state meetings- Possible meet and greets with Elected Officials Include Marketing work below. Board Development Ad-Hoc, Exec or Committee adopted	Assign board members to attend regional/state meetings Include Marketing work below	Assign board members to attend regional/state meetings – Possible meet and greets with Elected Officials Include Marketing work below	Assign board members to attend regional/state meetings Include Marketing work below	Understand where WDB can help; Orgs/CLEOs coming to the WDB regarding workforce/economic development issues

	Launch – Q1 7/1/24 – 9/30/24	Q2 10/1/24 – 12/31/24	Q3 1/1/25 – 3/31/25	Q4 4/1/25 – 6/30/25	Q5 7/1/25 – 9/30/25	Q6 10/1/25 – 12/31/25	Q7 1/1/26 – 3/31/26
Training (Industry-specific): Develop responsive training to meet industry demand.	Sector Partnership – Launched 1. Healthcare 2. Transportation 3. Manufacturing Explore New Hospital Group Contact – Invite to Healthcare Sector Partnership 8/6/2024 - Not all individuals were in attendance. Discussed the purpose of the group and tasks. Had a brief discussion on demand sectors and how technology is affecting the way companies do business. 9/10/24 Discussed MCH and the process for re-opening. RR response funds were extended to assist with work-based learning activities and the rehiring of laid-off workers. Workforce coordinating with MCH for recruitment and upcoming Job Fair. Discussed the Transportation Sector Partnership kickoff and how this group can assist. Group tasked to identify other members to join the group.	Industry Sector Round Table/Think Tank to identify short-term/long term needs. 11/8/2024 - New chair assigned and working on next meeting. 2/19/25 -MCH Job Fair in October 2024 – 1349 applicants interviewed. MCH hired over 140 individuals 75% were rehire	From the priority sector research Q1 and the “Think Tanks” – ID occupational shortages, pain points, 2/19/25 - First meeting with new chair. New representatives in attendance - provided an overview/purpose of group. - update on MCH; opening pending certification clearance; HR continues to interview between 75 to 100 applicants a week; Hired approximately 350 employees; Workforce working on possible OJT's for new hire and/or assisting with sponsorship of certificates (BLS/Phlebotomy) -Discussed gaps in training and other representatives to invite to the meeting. -Will extend an invitation to employers - discussion on shortage of instructors for CTE courses plan to discuss further in our next monthly meeting. - 3/26/25 - Federation for Advanced Manufacturing Education (FAME) was created by Toyota and moved to the manufacturing institute for national scaling in 2019. Provides global-best workforce development through strong technical training, integration of manufacturing core competencies, intensive professional practices and intentional hands-on experience. Opportunity of FAME Program Expansion – Reedley College currently leading the initiative. MCC is interested in adopting the program and has the instructors to teach. Current challenges include lack of equipment and state-specific regulations have been encountered. - Transportation challenges include identifying qualified candidates that have a clean DMV record and passing a drug test. This training is popular and has a wait list for some local providers like CVOC. Expand on current providers like MCC and offer a non-traditional training hours to increase the number of individuals trained. --The group agreed to do a survey to identify training preferences and gather insights from employers about skill gaps an potential internship opportunities. Survey to be developed and send out as soon as possible.	Introduce and Launch WBL Initiative	From the priority sector research Q1 and the “Think Tanks” – ID occupational shortages, pain points, and strategies to employ.		

Q8 4/1/26 – 6/30/26	Victory 7/1/26 – 9/30/26
	Increased job creation, industry expansion, career pathway development in key sectors.

	Launch – Q1 7/1/24 – 9/30/24	Q2 10/1/24 – 12/31/24	Q3 1/1/25 – 3/31/25	Q4 4/1/25 – 6/30/25	Q5 7/1/25 – 9/30/25	Q6 10/1/25 – 12/31/25	Q7 1/1/26 – 3/31/26
Work Ethics: <i>Increase community focus on cultural adaptability and work ethics.</i>	Reinstitute Madera work ethics Provided an update on June Meeting with MUSD CTE Advisors and Business Partners.	Convene w/ Madera County school district focus groups of employers to understand the graduate profile, advise work ethics, and metrics of Madera Promise 11/20 Laura was able to get feedback from several large and small business the Question to employers was; What is most important to them? ; Show on time, collaborate, stay untill work is done, Problem solve, Know the job you are applying for. Nicole provided link to MUSD Graduate Profile for comitte members to better understand graduate profile. Nicole recommended Kristin Mckenna should be part of these discussions.Work with WDB and CTE Director to understand what those are and determine best way to assess students on interests across all districts.	Assess students’ interest in current and emerging labor markets to connect with and understand industries. The committee met on 2/19/25 to further discuss the graduate profile on March 24th. The committee’s chair decided to reschedule our meeting for March 12th due to low attendance. The committee also recommend adding Brett Frazer along with an additional member to our committee to bring on supplementary expertise and perspective. The recommendation to be discussed with the Executive Director. Next meeting, we are going to plan for the graduate profile day and discuss how we assess students’ interest to better align it with on demand industries in Madera. Kristin Mckenna is expected to be a part of these discussions. On March 12th, the committee met to discuss and prepare for the MUSD Graduate Profile Showcase. The committee discussed new ways to get students engaged with the showcase as a growth and learning opportunity. Todd attended and provided valuable insights on how the school district is spearheading innovative initiatives to equip students with the skills and readiness needed to thrive in the professional world, aligning with employer expectations for the workforce. We also addressed startigies to minimize classroom distrccations (like excessive phone usage)	Develop work-based learning opportunities aligned with Madera County school districts for students who are achieving Madera Promise	Developing common messaging/ marketing of Madera Promise	Connect the WDB essential skills training to align with Madera Promise (Adult Ed)	

Q8 4/1/26 – 6/30/26	Victory 7/1/26 – 9/30/26
	Graduate community profile created (Madera Promise)

	Launch – Q1 7/1/24 – 9/30/24	Q2 10/1/24 – 12/31/24	Q3 1/1/25 – 3/31/25	Q4 4/1/25 – 6/30/25	Q5 7/1/25 – 9/30/25	Q6 10/1/25 – 12/31/25	Q7 1/1/26 – 3/31/26	Q8 4/1/26 – 6/30/26	Victory 7/1/26 – 9/30/26
Marketing/ Brand Implement a marketing plan that highlights the benefits of Madera County and incorporate success stories and community voices.	Identify key individual staff and board members with marketing talent and skills to leverage. Explore funding opportunities to staff position or PR firm -8/15/24 -Applied for James Irvine Foundation grant for just under \$500,000 to fund the purchase of Mobile Unit to reach outlying areas of Madera County and use funds towards contracting a PR firm to work on marking/branding to include a logo redesign -decided to hold future meetings via Zoom; in-person/hybrid as needed -identified possible new members to committee which can include members of community, existing Board members and Workforce staff (Cameron Thomas: Madera Workforce Marketing Intern) (Randy Bailey: Madera Ranchos Newspaper Owner) (Ahmed Metwally: MCWIC Program Supervisor)	Review and analyze current marketing strategies, processes, materials – based on desired outcomes. ID target audience and what you are trying to achieve/call to action. -9/13/24 -Awarded James Irvine Foundation grant - Approx. \$500,000 11/22/24 : Management staff met to discuss Irvine scope of work and timeline related to procurement of PR Firm, Mobile Unit, and Marketing Coordinator. 12/16/24: RFP released for Public Relations firm	Revamp Marketing – Based on discoveries in Q2, determine strategies for materials; Develop consistent messaging- Logo redesign Conduct client assessment to better understand how they get their information/platform. Convening partners to develop outreach. -1/15/25: visited Field Van to tour facility and discuss van configuration/costs -2/7/25: Public Relations Firm RFP Closes; 3 firms applied: Archer & Hound HYPHEN Team Working Arts -2/21/25: MCWIC Marketing & Outreach Coordinator position closes on 2/21/25 3/13/25: MCWIC Marketing & Outreach Coordinator interviews; successful candidate: Sheyla Garcia; Starts 4/1/25 -3/25/25: PR Firm Successful Candidate Archer and House -3/26/25: Visit to Field Van; selected indoor options; need to finalize schematic; need find storage location - Probation? -4/15/25: Archer and Hound Kick-off Meeting; discussed doing a comprehensive marketing analysis & marketing plan development; tasked staff with getting contact info for surveys to send to CBOs - get insights for future dissemination; have presentation by 4/25/25	Elevate narrative of Madera County being the place to live AND work AND raise a family. – determine tools to use to elevate. Do we tie this to jobs and training?? Campaign – we support you. “We Believe”. Ensure tools are created to track outcomes from marketing/ROI. Analyze efforts and adjust as necessary.	Report outcomes from marketing; outcomes would include customer (employer and individuals) successes	Increase in customer awareness, partnerships, opportunities, and value through marketing campaign			

Field Van
Site Visit
March 26, 2025



	Launch – Q1 <i>7/1/24 – 9/30/24</i>	Q2 <i>10/1/24 – 12/31/24</i>	Q3 <i>1/1/25 – 3/31/25</i>	Q4 <i>4/1/25 – 6/30/25</i>	Q5 <i>7/1/25 – 9/30/25</i>	Q6 <i>10/1/25 – 12/31/25</i>	Q7 <i>1/1/26 – 3/31/26</i>	Q8 <i>4/1/26 – 6/30/26</i>	Victory <i>7/1/26 – 9/30/26</i>
Policy: <i>Create a unified & aligned vision for Madera County communities that supports inclusive policies and demonstrates our connectedness.</i>	<i>8/2/2024 Meeting #1 - Kickoff meeting was to review the Action Plan Subcommittee – Policy group purpose and timeline. Discussed ‘next steps’ and committee agreed to review current WDB policies for next meeting. Committee requested list of policies to be sent to committee members to review prior to next meeting in order to determine which policies may need to be addressed and reviewed in more detail.</i>	Review current WIOA mandated and local board approved policies for “inclusiveness” and access across all County communities. Meet with other rural local WDBs to discuss services to ALL communities and how it gets done. 9/16/2024 Meeting #2 - Reviewed policies and discussed how any may be edited since they are all mandated by law. Discussed looking at how policies are written to make sure they make sense to those who are reading them, and that they are clear.	Explore having an ELL serving on Madera Board? Work with PR firm to ensure policies are meeting the needs of rural communities – HCD	To understand the future of CTE - Convene partnership groups to include academic partners and service providers so that alignment exists with WDB and industry. Compile list or inventory of the countywide CTE, ROP programs with academic partners – Schedule meetings/discussions on how they align with workforce board.	Look at inventory and how it aligns with workforce programs to support, enhance, and meet college and career ready students. Dual enrollment for example.	Continue with Q5			Inclusive policies are developed and maintained that provides inclusiveness and accessible to all Madera County Communities

Policy Committee Update – review language on website policy documents section where paragraph explains purpose of policies from Board:

<https://www.maderaworkforce.org/wdb/policy-documents/>

Item 1 – Q2: Review of local board policy for inclusiveness and access across all County communities

Current language on the Policy Documents home page:

Policy Documents

The Workforce Development Board has established these policies in alignment with the requirements of the Workforce Innovation and Opportunity Act (WIOA), and other State and Federal guidance. The policies apply to the Madera County Local Workforce Development system, and any WIOA-funded service provider, subcontractor, or subrecipient. For questions, or if you need additional information regarding any of the policies listed here, contact the Executive Director's office at (559) 662-4589.

Policy Committee Choice of Language:

The Workforce Development Board as a proud partner of the America Job Center of California (AJCC) is committed to fostering an inclusive and equitable workforce system where all individuals, regardless of background, ability, or circumstance, have access to opportunities for success. These policies align with the Workforce Innovation and Opportunity Act (WIOA) and other State and Federal guidance to ensure fair, accessible, and transparent workforce services across Madera County. They apply to the Madera County Local Workforce Development system, as well as any WIOA-funded service provider, subcontractor, or subrecipient. If you need policy information in another language, require accommodation, or have any questions, please contact the Executive Director's office at (559) 662-4589.

Committee discussion included:

Add language around AJCC into statement. Make sure the statement highlights accessibility and community support, emphasizing equity and accessibility, and to make sure the language is clear and inclusive. Since PR firm will be reviewing website, provided suggested change specific to the policy page. If they feel it needs to be edited, bring back to group to review.