

BOARD MEETING AGENDA

March 3, 2025
12:00 PM – 2:00 PM
Self-Help Credit Union
Community Room
900 Crows Landing Rd.
Modesto, CA 95351
www.stanworkforce.com

Board Members

<i>Bill O'Brien, Chairman</i>	<i>Dr. Kari Knutson Miller, Ph.D.</i>
<i>Cecil Russell, Vice-Chair</i>	<i>Scott Kuykendall</i>
<i>Jennifer Shipman, Secretary</i>	<i>Mary Machado</i>
<i>Erika Angel</i>	<i>Doug Murdock</i>
<i>Margarita Cabalbag</i>	<i>Maryn Pitt</i>
<i>Dean Fadeff</i>	<i>Sam Romeo, MD</i>
<i>Supervisor Mani Grewal</i>	<i>Chris Savage</i>
<i>Jessica Hill</i>	<i>Steve Stevenson</i>
<i>Kris Helton</i>	<i>Doug Van Diepen</i>
<i>Will Kelly</i>	

The Stanislaus County Workforce Development Board welcomes you to its meeting, your interest is encouraged and appreciated.

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

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

<http://stanworkforce.com/board>

PUBLIC COMMENT PERIOD: Matters under the jurisdiction of the Board, and not on the posted agenda, may be addressed by the general public at the beginning of the regular agenda and any off-agenda matters before the Board for consideration. However, California law prohibits the Board from taking action on any matter which is not on the posted agenda unless it is determined to be an emergency by the Board. Any member of the public wishing to address the Board during the "Public Comment" period shall be permitted to be heard once for up to 5 minutes unless the Chairperson of the Board sets a different time limit. Please complete a Public Comment Form and give it to the Clerk of the Board. If you would like to provide a written comment, please email your comment form to the Clerk of the Board at ixtak@stanworkforce.com by 4:00 p.m. on the Friday prior to the meeting. Public Comment forms are available at <https://www.stanworkforce.com/workforce-board/>. Your written comment will be distributed to the Board and kept on file as part of the official record of the Board meeting.

The agenda is divided into two sections:

CONSENT ITEMS: These matters include routine financial and administrative actions. All consent items will be voted on as a single action at the beginning of the meeting under the section titled "Consent Items" without discussion. If you wish to discuss a consent item, please notify the Clerk of the Board prior to the beginning of the meeting or you may speak about the item during Public Comment Period.

DISCUSSION AND ACTION ITEMS: These items will be individually discussed.

ANY MEMBER OF THE AUDIENCE DESIRING TO ADDRESS THE BOARD ON A MATTER ON THE AGENDA: Please raise your hand or step to the podium at the time the item is announced by the Board Chairperson. In order that interested parties have an opportunity to speak, any person addressing the Board will be limited to a maximum of 5 minutes unless the Chairperson of the Board sets a different time limit.

BOARD AGENDAS AND MINUTES: Board agendas, Minutes, and copies of items to be considered by the Workforce Development Board are typically posted on the Internet on Thursday afternoons preceding a Monday meeting at the following website: https://www.stanworkforce.com/workforce-board/#current_agenda.

NOTICE REGARDING NON-ENGLISH SPEAKERS: SCWD Board meetings are conducted in English. Language assistance request should be made by noon the Friday before the meeting by contacting the Clerk at 209-595-0556.

REASONABLE ACCOMMODATIONS: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Clerk of the Board at (209) 595-0556. Notification 72 hours prior to the meeting will enable the Department to make reasonable arrangements to ensure accessibility to this meeting.

1. Call to Order
2. Greg Vincelet Retirement
3. Swearing In of New Board Members
4. Introductions
5. Conflict of Interest
6. Public Comment Period
7. Committee Reports
 - A. Business Development Committee – Doris Foster
 1. Statistics Report presented at the October 3rd Committee meeting
 - B. Career Development Committee – Jennifer Shipman
 1. Statistics Report presented at the February 13th Committee meeting
 - C. Youth Development Committee – Mary Machado
 1. Update from the December 9th Committee Meeting
8. Department Report
 - A. Director's Update
 1. AJCC Quarterly Report for Q2
 2. Update on Department and Job Center Hours
 3. Local Area Subsequent Designation and Local Board Recertification Application for Program Year 2025 – 2027
 4. "Workforce Wins" - Julie Orona, Community Outreach & Marketing Manager
 5. Marketing Presentation – Julie Orona, Community Outreach & Marketing Manager
9. Consent Items
 - A. Approve the Minutes of the October 7, 2024 Stanislaus County Workforce Development Board Meeting
 - B. Approve the Minutes of the October 24, 2024 Stanislaus County Workforce Development Board Meeting
 - C. Authorization for the Workforce Development Board Chair to Sign the Workforce Innovation and Opportunity Act America's Job Center of California Partnership Memorandum of Understanding Stanislaus County Prior to Submission to the State
 - D. Approval to Request Authorization from Stanislaus County Board of Supervisors for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-Grant Agreements, Request for Proposals, Contracts and Any Modifications or Adjustments as Required for Program Year 2025-2026
10. Discussion and Action Items
 - A. Approval of Stanislaus County Workforce Development's Local Plan and San Joaquin Valley and Associated Counties Regional Plan for Program Years 2025-2028

- B. Approval of the Stanislaus County Workforce Development Department Goals Aligned with Stanislaus County Workforce Development Board Priorities
- C. Requesting the Opinion of Workforce Development Board Members to Include in an Agenda Item to the Board of Supervisors to Reclassify Seat #3 of the Stanislaus County Workforce Development Board from “Governmental” to “Other Representative”

11. Future Topic(s), Discussion, Announcements

Next Meeting: June 2, 2025
12:00 PM – 2:00 PM
Self-Help Credit Union

Business Services Division Quarterly Report

Employer Engagement Activities	Apr 2024 to Jun 2024	Apr 2023 to Jun 2023	Percent Change	Jul 2023 to Jun 2024	Jul 2022 to Jun 2023	Percent Change
Total Employers Served	161	265	-39%	624	503	+24%

Employer Engagement Activities	Apr 2024 to Jun 2024	Apr 2023 to Jun 2023	Percent Change	Jul 2023 to Jun 2024	Jul 2022 to Jun 2023	Percent Change
Total Services Provided	816	882	-8%	4,470	3,083	+45%
• Networking Activities	172	288	-40%	871	789	+10%
• Job Postings	215	107	+101%	907	972	+7%
• Referral Assistance	1	93	-99%	18	307	-94%
• Technical Assistance	23	16	+44%	83	72	+15%

*Can be same business served multiple times

Work-based Training Activities	Apr 2024 to Jun 2024	Apr 2023 to Jun 2023	Percent Change	Jul 2023 to Jun 2024	Jul 2022 to Jun 2023	Percent Change
On-the-Job Training	21	15	+40%	68	50	+36%
Transitional Jobs	28	16	+75%	113	42	+169%
Paid Work Experience	25	11	+127%	68	32	+113%
Community Service Program	21	0	NA	21	0	NA

* Training activities may overlap due to co-enrollment or program procedural changes

Employer Upskill Activities	Apr 2024 to Jun 2024	Apr 2023 to Jun 2023	Percent Change	Jul 2023 to Jun 2024	Jul 2022 to Jun 2023	Percent Change
Incumbent Worker Training	47	40	+18%	47	40	+18%
Customized Training	NA	NA	NA	NA	NA	NA

* Represents individuals trained through IWT

Employer Job Placement Activities	Apr 2024 to Jun 2024	Apr 2023 to Jun 2023	Percent Change	Jul 2023 to Jun 2024	Jul 2022 to Jun 2023	Percent Change
Positions Filled	99	64	+55%	364	234	+56%

* Includes On-the-Job Trainings

Business Services Division Quarterly Report

Rapid Response Activities

4th Quarter 2023-2024			
Total WARNs Received	Businesses Provided Rapid Response Services	Total Rapid Response Events	Total Employees Provided Services
4	5	2	55

Year-End 2023-2024			
Total WARNs Received	Businesses Provided Rapid Response Services	Total Rapid Response Events	Total Employees Provided Services
24	11	28	1,202

1st Quarter 2024-2025			
Total WARNs Received	Businesses Provided Rapid Response Services	Total Rapid Response Events	Total Employees Provided Services
3	7	6	179

Sector Strategy Updates

- **Agriculture Sector:** Spring Sector Partnership Meeting/ Ag Supervisor Training for 40 employees
- **Underserved Business Sector:** Once Sector Partnership meeting and 4 Workshops provided
- **Healthcare Sector:** HealthForce Partners received a \$1.7 million grant to increase the number of Licensed Practical Nurses (LPNs) in our area.
- **Manufacturing Sector:** We have formed a collaborative workgroup of government, education, and business leaders, and developed a plan to engage more industry partners and foster talent development through cross-sector teamwork.
- **Construction Sector:** A Convening Authority has been identified to lead round table discussions within the Construction Sector. We will begin assembling industry, education, and public sector partners in the coming months.
- **Warehouse/Logistics–** We have started initial meetings with potential industry partners to focus on this sector in the coming year.

Career Services Division Quarterly Report

Quarter 2	Oct 2024 to Dec 2024	Oct 2023 to Dec 2023	Percent Change
Total Job Center Visits	2824	2629	+ 7%
New Client Enrollment	125	133	- 6%
Workshop Attendance	766	520	+47%
Enrich and Employ	10	6	+ 67%
Child Support Referrals	69	92	- 25%
Work Ready Program	9	NA	NA
Valley Build MC3 Training	17	N/A	N/A
Total Employed	98 Avg Wage \$20.85	33 Avg Wage \$19.84	+ 197% + 5%

Welfare to Work Services	Oct 2024 to Dec 2024	Oct 2023 to Dec 2023	Percent Change
Job Readiness Evaluation	174	99	+ 76%
Job Readiness Attendance	42	16	+ 163%
Co-Enrollment WIOA	9	9	---
Found Employment During Participation	16 Avg Wage \$15.50	8 Avg Wage \$17.91	+ 100 % - 13%

STANISLAUS COUNTY SPECIALTY POPULATION

PROGRAM YEAR 2024

WORKFORCE DEVELOPMENT PARTICIPANTS

	PERCENT	AMOUNT
VETERANS	3.2%	61
ENGLISH LANGUAGE LEARNERS*	22.6%	373
HOMELESS	3.5%	58
JUSTICE INVOLVED	23.8%	394
SENIORS (65+)**	1.4%	23

*ELL based on Census data point: Speak English Less Than "Very Well"

**Age determined at time of enrollment and at time of employment.



24
Total
Employments

\$22.23
Avg Hourly
Wage

34.0
Avg Hours per
Week

\$39,303
Estimated Annual
Wage

SAMPLE JOB TITLES

Security Guard, Legal Clerk, MEG Welder, Store Associate, Engineering Intern



111
Total
Employments

\$20.77
Avg Hourly
Wage

36.2
Avg Hours per
Week

\$39,097
Estimated Annual
Wage

SAMPLE JOB TITLES

Office Clerks, Construction Worker, Caregiver, Truck Driver, Licensed Vocational Nurse, Engineer



9
Total
Employments

\$18.74
Avg Hourly
Wage

34.1
Avg Hours per
Week

\$33,230
Estimated Annual
Wage

SAMPLE JOB TITLES

Nursing Assistant, Welder, Truck Driver, Construction Worker, Warehouse Associate



91
Total
Employments

\$21.41
Avg Hourly
Wage

36.4
Avg Hours per
Week

\$40,525
Estimated Annual
Wage

SAMPLE JOB TITLES

Truck Driver, Forklift Operator, Production Associate, Roofer, Auto Mechanic



8
Total
Employments

\$21.73
Avg Hourly
Wage

37.6
Avg Hours per
Week

\$42,512
Estimated Annual
Wage

SAMPLE JOB TITLES

Production Supervisor, Information Systems Specialist, Truck Driver, Warehouse Assistant, Inspector

Stanislaus County AJCC Q2 Report FY 2024-25
Prepared by Gary Beaudette, One Stop Operator

Introduction

This report provides an overview of the activities, discussions, and key updates from the Stanislaus County AJCC (America's Job Center of California) partner meeting held on November 21, 2024. The purpose of these meetings is to facilitate collaboration, communication, and coordination among workforce development partners, ensuring job seekers and employers receive comprehensive and streamlined services.

Partners in Stanislaus County AJCC continue to demonstrate strong engagement and teamwork. This group remains highly collaborative, fostering a professional and solution-oriented environment. The open discussions and willingness to share challenges and opportunities reflect a well-aligned team working toward shared workforce development goals.

AJCC Partner Meeting Overview

The November 21, 2024, meeting was held virtually via Zoom and facilitated by Gary Beaudette, One Stop Operator. The meeting agenda covered key workforce development updates, strategic planning, and discussions on the upcoming 2025-2028 AJCC Partner MOU.

Topics Discussed:

- Upcoming 2025-2028 AJCC Partner MOU
- Partner Status Updates (Round Robin)
- Major Objectives for the AJCC Team
- Developing Future Talent
- Collaboration Opportunities
- Challenges & Problem Solving

Partner Updates and Initiatives

During the meeting, partners shared updates on their current workforce initiatives, challenges, and program developments:

- **Workforce Development & Hiring Initiatives**

- Agencies reported updates on hiring events and workforce training programs, including pre-apprenticeship training in construction trades and EMS training programs for youth entering healthcare fields.
 - Some partners highlighted staffing changes within their organizations and efforts to expand services.
 - **Program and Service Enhancements**
 - A healthcare pathway initiative for non-native English speakers was introduced, aimed at increasing access to healthcare training and certification programs.
 - Workforce agencies discussed improving employment services for individuals with disabilities and strategies to increase referrals and client engagement.
 - **Collaboration on Grants and Initiatives**
 - Partners explored co-enrollment strategies and collaborative grant opportunities, particularly for job readiness programs and vocational training.
 - Agencies also shared details about an English language and technical skills training grant targeted at farmworkers.
-

Key Discussion: Planning for the 2025-2028 AJCC MOU

A significant portion of the meeting was dedicated to discussing the 2025-2028 AJCC Partner MOU.

Key points covered:

- The current MOU expires on June 30, 2025, and preparations for the new agreement have begun.
 - Partners will be required to review and provide input on the draft MOU before it is submitted to the Workforce Development Board in March 2025.
 - A proposal was introduced to streamline the process of adding new partners, allowing Workforce Development to approve new partners without requiring signatures from all existing partners.
 - Agencies were encouraged to update contact information and ensure compliance with state guidelines.
-

Challenges and Opportunities

Challenges:

1. Staffing Changes

- Some agencies reported staffing shortages affecting service delivery.
- High turnover rates in certain roles present challenges in maintaining consistent program implementation.

2. Referral Process Coordination

- Agencies continue to face difficulties with the referral process, particularly in tracking client movement across multiple service providers.
- A need for enhanced electronic referral systems was discussed.

3. Community Outreach & Engagement

- Increasing engagement in education and job training programs remains a priority.
- Agencies are working on new strategies to promote awareness and accessibility of workforce programs.

Opportunities:

1. Enhanced Cross-Agency Collaboration

- A renewed focus on cross-training sessions to ensure all partners understand available services and referral pathways.
- Plans to host an in-person cross-training session in Spring 2025.

2. Expansion of Vocational Training Programs

- The EMS training program for youth is expected to launch in Spring 2025.
- A pre-apprenticeship training program for the construction industry is currently enrolling candidates.

3. Grants & Funding Opportunities

- Agencies are actively exploring collaborative grant applications for workforce development projects.
- A language and technical skills training grant is in development for agricultural workers.

Looking Forward – Q3 Focus Areas

As the Stanislaus County AJCC partners transition into Q3, the following initiatives will take priority:

1. Finalizing the 2025-2028 AJCC MOU

- Ensuring all partners review and provide input on the new agreement.
- Streamline the process for adding new partners to the MOU.

2. Strengthening the Referral System

- Exploring electronic solutions to enhance partner-to-partner referrals and track client movement more effectively.

3. Cross-Training & Partner Collaboration

- Planning a Spring 2025 in-person cross-training event to improve service coordination.
- Encouraging inter-agency collaboration to increase program enrollments and enhance client support.

4. Increasing Community Engagement & Outreach

- Promoting vocational training programs to underserved populations.
- Expanding job readiness services to better support job seekers.

Conclusion:

The Q2 meeting highlighted strong collaboration among Stanislaus County AJCC partners, with meaningful discussions on workforce development challenges and opportunities. Key takeaways include progress on the 2025-2028 AJCC MOU, efforts to expand workforce training programs, and ongoing initiatives to enhance partner collaboration and referral systems.

Looking ahead, Q3 will focus on finalizing the MOU, implementing cross-training initiatives, and strengthening referral systems to improve service delivery. The continued commitment of Stanislaus County AJCC partners ensures that job seekers and employers receive effective, coordinated workforce services.

**Local Area Subsequent Designation
and
Local Board Recertification Application
for
Program Year 2025-27**

Local Workforce Development Area

Stanislaus County

Application for Local Area Subsequent Designation and Local Board Recertification

This application will serve as your request for Local Workforce Development Area (Local Area) subsequent designation and Local Workforce Development Board (Local Board) recertification for Program Year (PY) 2025-27 under the Workforce Innovation and Opportunity Act (WIOA).

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

Completed applications must be submitted to the CWDB at PolicyUnit@cwdb.ca.gov by **5 p.m. on Monday, April 7, 2025.**

Stanislaus County Workforce Development

Name of Local Area

251 East Hackett Road C-2

Mailing Address

Modesto CA 95358

City, State, ZIP

Date of Submission

Doris Foster, Director

Contact Person

209 558-2100

Contact Person's Phone Number

Local Board Membership

The WIOA Section 107(b)(2)(A) through (E) states the requirements for nominating and selecting Local Board members:

1. Provide the names of the individuals appointed for each membership category listed below.
2. Attach a roster for the current Local Board.

Category: Business – WIOA Section 107(b)(2)(A) requires that business members constitute a simple majority of the Local Board, and WIOA Section 107(b)(3) states that the chairperson shall also be a member under this category. Specifically, a majority of the Local Board’s business members shall constitute the following representatives under this membership category:

- Owners of businesses, chief executives or operating officers of businesses, or other business executives or employers with optimum policymaking or hiring authority.
- Representatives of businesses, including small businesses or business organizations.
- Individuals appointed by those who have been nominated by local business organizations and business trade associations.

List the Local Board’s business members and identify the chairperson by typing CHAIR after their name:

Local Board Business Members

Name	Title	Entity	Appointment Date	Term End Date
Bill O'Brien Chair	General Manager	O'Brien's Supermarket, Inc.	07/01/2016	06/30/2026
Cecil Russell Vice Chair	CEO	Sylvan Financial & Advisor Group	07/01/2016	06/30/2026
Jennifer Shipman Secretary	Community Partnerships and Communications	The Wine Group	07/01/2016	06/30/2027
Maryn Pitt	Executive Director	Manufacturing Council of the Central Valley	01/25/2022	06/30/2026
Mani Grewal	Owner	Stanislaus County Board of Supervisors District 4; Owner of Various Commercial Businesses	01/05/2021	12/31/2025
Kris Helton	Business Partner	Barrett Business Services, Inc	03/27/2018	06/30/2026
Mary Machado	Owner	Machado & Sons Construction, Inc.	07/17/2018	06/30/2026
Chris Savage	VP of Environmental Health and Safety	E.J. Gallo Winery	07/01/2016	06/30/2027
Doug Van Diepen	Project Manager	Paradigm Construction Management	07/01/2016	06/30/2026
Sam Romeo, MD	CEO, Cofounder	Seity Health	02/25/2025	6/30/2026

Category: Workforce – Not less than 20 percent of the Local Board members shall be representatives from the Local Area’s workforce (WIOA 107[b][2][B]) who:

- Shall include representatives of labor organizations (for a Local Area in which employees are represented by labor organizations) who have been nominated by local labor federations or (for a Local Area in which no employees are represented by such organizations) other representatives of employees. California Unemployment Insurance Code (CUIC) Section 14202(b)(1) further requires and specifies that these representatives shall amount to not less than 15 percent of the Local Board membership and be subject to the following:

- a. For a Local Area in which no employees are represented by such organizations, other representatives of employees shall be appointed to the board, but any Local Board that appoints representatives of employees that are not nominated by local labor federations shall demonstrate that no employees are represented by such organizations in the area.
 - b. Shall include a representative, who shall be a member of a labor organization or a training director from a joint labor-management apprenticeship program, or if no such program exists in the area, such a representative of a state-approved apprenticeship program in the area, if such a program exists.
- May include representatives of community-based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organizations that serve veterans or that provide or support competitive integrated employment for individuals with disabilities.
 - May include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

List the Local Board’s workforce members:

Local Board Labor Members

Name	Title	Entity	Appointment Date	Term End Date
Dean Fadeff	District Representative	Operating Engineers Local #3	08/11/2020	06/30/2026
Steve Stevenson	Training Coordinator	Central Valley-Motherlode Plumbers, Pipe and Refrigeration Fitters	02/25/2025	06/30/2028
Doug Murdock	Apprenticeship Coordinator	Stanislaus County Manufacturing/Maintenance Joint Apprenticeship Committee	07/01/2016	06/30/2026
Will Kelly	Executive Director	North Valley Labor Federation	02/25/2025	06/30/2028

Category: Education – WIOA Section 107[b][2][C] requires that each Local Board include members who represent entities that administer education and training activities in the Local Area. Specifically, the Local Board shall have education representatives under this membership category from the following entities:

- Eligible Title II adult education and literacy providers
- Institutions of higher education providing workforce investment activities

Members may be representatives from local educational agencies and community-based organizations with demonstrated experience and expertise in addressing the education or training needs of individuals with barriers to employment.

List the Local Board’s education members:

Local Board Education Members

Name	Title	Entity	Appointment Date	Term End Date
Scott Kuykendall	Superintendent of Schools	Stanislaus County Office of Education	03/19/2019	06/30/2026
Dr. Kari Knutson Miller, Ph.D.	Dean of Professional and Global Education, Senior International Officer, and Professor of Psychology	California State University, Stanislaus	07/16/2024	06/30/2028

Category: Economic and Community Development – WIOA Sections 107[b][2][D] and [E] require each Local Board to include governmental, economic, and community development representatives under this membership category from the following entities:

- Economic and community development organizations
- The state’s employment service office under the *Wagner-Peyser Act*
- Programs carried out under Title I of the federal *Rehabilitation Act*

A Local Board may have representatives from transportation, housing, and/or public assistance agencies; philanthropic organizations; and/or an individual or representatives of entities determined to be appropriate by the local Chief Elected Official (CEO).

List the Local Board’s economic and community development members:

Local Board Economic and Community Development Members

Name	Title	Entity	Appointment Date	Term End Date
Margarita Cabalbag	Employment Program Manager	Employment Development Department (EDD)	10/25/2016	06/30/2028
Jessica Hill	Director of Community and Economic Development	City of Modesto	02/13/2024	06/30/2026
Erika Angel	Staff Services Manager	CA Department of Rehabilitation	02/25/2025	06/30/2028

Performed Successfully

The Local Area hereby certifies that it has performed successfully, defined as having an Individual Indicator Score of 50 percent or higher in PY 22-23 or PY 23-24, as described in Workforce Services Directive WSD20-02, Calculating Local Area Performance and Nonperformance (September 18, 2020).

Note – Report your “performance score” rather than the “adjusted level of performance.”

PY 22-23 Scores

Indicator	Adults	Dislocated Workers	Youth
Employment Rate 2 nd Quarter After Exit	<u>106.2%</u>	<u>121.0%</u>	<u>113.4%</u>
Employment Rate 4 th Quarter After Exit	<u>109.4%</u>	<u>138.3%</u>	<u>111.9%</u>
Median Earnings	<u>127.1%</u>	<u>125.8%</u>	<u>112.2%</u>
Credential Attainment	<u>117.2%</u>	<u>140.2%</u>	<u>137.0%</u>

PY 23-24 Scores

Indicator	Adults	Dislocated Workers	Youth	Overall Indicator Score
Employment Rate 2 nd Quarter After Exit	<u>99.4%</u>	<u>136.3%</u>	<u>106%</u>	<u>113.9%</u>
Employment Rate 4 th Quarter After Exit	<u>88.5%</u>	<u>109.4%</u>	<u>107.4%</u>	<u>101.7%</u>
Median Earnings	<u>121%</u>	<u>170.8%</u>	<u>121%</u>	<u>137.6%</u>
Credential Attainment	<u>96.1%</u>	<u>138.8%</u>	<u>147%</u>	<u>127.3%</u>
Measurable Skills Gain	<u>150.9%</u>	<u>153.3%</u>	<u>109.3%</u>	<u>137.8%</u>
Overall Program Score	<u>111.1%</u>	<u>141.7%</u>	<u>118.1%</u>	---

Sustained Fiscal Integrity

The Local Area hereby certifies that it has not been found in violation of one or more of the following during PY 22-23 or PY 23-24:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended funds due to the willful disregard or failure to comply with any WIOA requirement.
- Gross negligence – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- Failure to observe accepted standards of administration – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200 (Uniform Guidance).

Certify No Violation:

Engaged in Regional Planning

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

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

Local Area Assurances

Through PY 25-27, the Local Area assures:

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

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid the acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Uniform Guidance Section 200.318)

- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Uniform Guidance Section 200.508).

Note that failure to comply with the audit requirements specified in Uniform Guidance Subpart F will subject the Local Area to a potential cash hold (Uniform Guidance Section 200.339).

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

Highlights of this assurance include the following:

- Reporting will be done in compliance with WSD 19-05, Monthly and Quarterly Financial Reporting Requirements (December 4, 2019).
- All close-out reports will comply with the policies and procedures listed in WSD16-05, WIOA Closeout Requirements (July 29, 2016).

Note that failure to comply with financial reporting requirements will subject the Local Area to a potential cash hold. (Uniform Guidance Section 200.339)

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

Highlights of this assurance include the following:

- The Local Area will meet the requirements of the *CUIC Section 14211* to spend a minimum of 30 percent of the combined total of WIOA Title I adult and dislocated worker formula fund allocations on training services.
- The Local Area will not use funds to assist, promote, or deter union organizing (WIOA Section 181[b][7]).

- D. The Local Area will select America's Job Center of CaliforniaSM operator(s) through a competitive procurement process, such as a Request for Proposals, unless designated or certified as an operator with the agreement of the local CEO and the Governor (WIOA Section 121[d][2][A] and 107[g][2]).

- E. The Local Area will collect, enter, and maintain data related to participant enrollment, activities, and performance necessary to meet all CalJOBSSM reporting requirements and deadlines.

- F. The Local Area will comply with the nondiscrimination provisions of WIOA Section 188 and Title 29 CFR Part 38, including the collection of necessary data.

- G. The Local Area will engage in and contribute to regional planning and regional plan implementation (for example, the Local Area has participated in regional planning

meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and two-year modifications).

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

Application Signature Page

Instructions – The local CEO and Local Board Chair must sign and date this form. Electronic signatures are permitted for the PY 25-27 application.

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

Local Board Chair

Local CEO

Signature

Signature

William O'Brian

Matthew W. Condit

Name

Name

Stanislaus County Workforce Development
Board Chair

Stanislaus County Board of Supervisors
Chairman

Title

Title

October 24, 2024

Board Meeting Minutes

Monday, October 7, 2024

Self-Help Credit Union

Community Room

900 Crows Landing Rd., Modesto, CA 95351

12:00 p.m. – 2:00 p.m.

Members in attendance:

Bill O'Brien, Chair

Cecil Russell, Vice-Chair

Ross Briles

Dean Fadeff

Kris Helton

Jessica Hill

Scott Kuykendall

Mary Machado

Doug Murdock

Members Excused

Kari Knutson Miller

Jennifer Shipman

Greg Vincelet

Staff in attendance:

Doris Foster

Kris Ixta

Sara Redd

Chris Hancock

5 additional guests were present.

1. Call to Order and Roll Call

At 12:12 PM Bill O'Brien, Workforce Development Board Chair, noted that no quorum was established and that the meeting could not be held. It was stated that a special meeting would be scheduled in order to review for time sensitive agenda discussion and action items.

2. Presentation(s)

A. The 2023-2024 Annual Report was presented by the Workforce Development Management Team

B. Regional Advisor, Adolph Lopez, provided updates on the 15 Regional Planning Units.

Staff will reach out to the Board with regards to scheduling the special meeting.

Special Board Meeting Minutes

Thursday, October 24, 2024

Self-Help Credit Union

Community Room

900 Crows Landing Rd., Modesto, CA 95351

3:00 p.m. – 4:00 p.m.

**Pursuant to Government Code §54953(b), this meeting included a teleconference location at E & J Gallo Winery 600 Yosemite Blvd., Modesto, CA 95354. Board member Chris Savage attended the meeting via teleconference. The public was allowed the opportunity to address the Board at this teleconference location pursuant to Government Code Section §54954.3. The teleconference location was accessible to the public and the agenda was posted at the teleconference location 72 hours before the meeting.*

Members in attendance:

Bill O'Brien, Chair

Cecil Russell, Vice-Chair

Dean Fadeff

Supervisor Grewal

Kris Helton

Kari Knutson Miller

Mary Machado

Doug Murdock

Maryn Pitt

Chris Savage

Jennifer Shipman

Doug Van Diepen

Members Excused

Margarita Cabalbag

Jessica Hill

Scott Kuykendall

Greg Vincelet

Staff in attendance:

Doris Foster

Sara Redd

Kris Ixta

3 additional guests were present.

A special meeting of the workforce development board was held in order to approve time sensitive agenda items from the original scheduled meeting on October 7th which was cancelled due to lack of quorum.

1. Call to Order and Roll Call

Bill O'Brien, Workforce Development Board Chair, called the meeting to order at 3:03 p.m., thanked everyone for attending and invited the Board members, staff and guests to introduce themselves.

2. Conflict of Interest

Chairman O'Brien outlined the Conflict of Interest Policy.

3. Public Comment Period
Chairman O'Brien gave information on the Public Comment Period. There were no comments.
4. Discussion and Action Items
 - A. Approve the Minutes of the April 8, 2024 Workforce Development Board Meeting. D. Van Diepen/C. Russell
 - B. Approval for Workforce Development Board Chair to Sign America's Job Center of California (AJCC) Certification Documents to be Submitted to the State. C. Russell/D. Fadeff
 - C. Approval to Submit a Request for Approval to be America's Job Center of California Adult and Dislocated Worker Career Services Provider. M. Pitt/M. Grewal
 - D. Approval to Submit the Application for Local Area Subsequent Designation and Local Board Recertification Application for Program Year 2025 – 2027 and Authorize the Chair to Sign the Application. A motion was made by M. Pitt, seconded by C. Russell, to approve submitting the draft application as presented and for the chair to sign. The motion passed.
 - The Workforce Development Board requested an updated copy be shared at the next Board meeting.
 - E. Approval of the 2025 Calendar Year Workforce Development Board Meeting Dates and Locations. C. Russell/D. Fadeff
 - F. Approval of the Stanislaus County Workforce Development Board Priorities. J. Shipman/K. Helton
 - G. Accept the Update on the Change of Oakdale and Patterson Job Centers to Appointment Only Two Days a Week to Increase Services to the Community. M. Machado/D. Murdock
5. Future Topic(s), Discussion, Announcements
 - A. Assistant Director Sara Redd reported out the dates for the Local Plan Forums as well as the Regional Plan Forum.
 - B. Director Doris Foster reviewed the rules regarding meetings and no quorum. She requested that members confirm their attendance or lack of for each meeting. She also reported that there currently are 4 vacancies on the Board.

Meeting adjourned: 3:41 p.m.

**STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

BOARD AGENDA: 9.C.
AGENDA DATE: March 3, 2025

CONSENT:

SUBJECT:

Authorization for the Workforce Development Board Chair to Sign the Workforce Innovation and Opportunity Act America's Job Center of California Partnership Memorandum of Understanding Stanislaus County Prior to Submission to the State

STAFF RECOMMENDATION:

Authorize the Workforce Development Board Chair to sign the Workforce Innovation and Opportunity Act America's Job Center of California Partnership Memorandum of Understanding Stanislaus County prior to submission to the State.

DISCUSSION:

The initial America's Job Center of California (AJCC) Memorandum of Understanding (MOU) partnership development process was split in two phases. Phase I was service coordination and collaboration amongst the partners and was submitted to the State by the June 30, 2016 deadline and subsequently approved. Phase II addressed resource sharing and joint infrastructure cost funding and was in place at the local level by September 1, 2017.

The MOU must be updated every three years per the statute. The California Employment Development Department (EDD) released the Directive WSD18-12 WIOA Memorandums of Understanding guidance regarding the required update on April 30, 2019. The guidance required the combining of service coordination, resource sharing and infrastructure funding into a single MOU document rather than separate documents.

AJCC MOU Partners have previously shared the vision and ideas on how resources can be readily made available to clients in the Local Area and were given the opportunity to do so at this update stage. In addition, cost sharing amongst the partners that will be co-located at 629 12th Street, which is the comprehensive America's Job Center of California for Stanislaus County, are in process of being reviewed and updated. Not all partners are required to be co-located. As such, clients are referred to the non-co-located partners as needed by AJCC staff.

The updated 2025-2028 AJCC Partnership MOU contains the agreed upon strategy for client services, and the per-organization breakdown of the Infrastructure Cost Sharing Agreement. This document fulfills the intent of the Workforce Innovation and Opportunity Act in relation to building a sense of community throughout the America’s Job Centers of California system.

The fourteen required partners are listed in the table below:

Entity	Service Programs
Stanislaus County Workforce Development	WIOA Title I Adult, Dislocated Worker, and Youth
Employment Development Department	WIOA Title III-Wagner-Peyser Veterans Employment Services, Trade Adjustment Assistance Act, Unemployment Insurance, Migrant Seasonal Farmworkers
Ceres Unified School District	WIOA Title II-Adult Education and Literacy
Learning Quest-Stanislaus Literacy Centers	WIOA Title II-Adult Education and Literacy
Modesto City Schools	WIOA Title II-Adult Education and Literacy
Turlock Unified School District	WIOA Title II-Adult Education and Literacy
California State Department of Vocational Rehabilitation	WIOA Title IV-Rehabilitation Services
Stanislaus Regional Housing Authority	Housing and Urban Development Employment and Training, Family Self-Sufficiency
Central Valley Opportunity Center	Community Services Block Grant, Migrant Seasonal Farmworkers
Stanislaus County Community Services Agency	Temporary Aid to Needy Families (CalWORKs)
Yosemite Community College District	Carl Perkins Career Technical Education
Job Corps	Educational and Vocational Training
Senior Community Service Employment Program	Title V Older Americans Act
California Indian Manpower Consortium, Inc.	Native American Programs

All partner organizations must agree with and sign the final MOU agreement. The Workforce Development Board Chair and the Chief Local Elected Official (CLEO) must also sign the MOU prior to submission to the California Workforce Development Board on June 30, 2025.

Staff are requesting authorization for the Workforce Development Board Chair to sign the MOU once all the partner organization signatures are obtained. Attachment 1 is an initial copy of the 2025-2028 AJCC MOU for reference. Mandatory attachments will be included in the final submission. Once the WDB Chair signs the completed AJCC MOU, an Agenda Item will be taken to the Board of Supervisors to obtain the signature of the CLEO.

POLICY ISSUE:

The Workforce Innovation and Opportunity Act (WIOA) Section 121(c) requires the Workforce Development Board (WDB), with the agreement of the Chief Local Elected Official (CLEO), to develop Memorandum of Understanding (MOU) agreements with all

required partners present in the local workforce development area. The Workforce Innovation and Opportunity Act mandates the makeup of the required partners in the local area. MOU's must be updated every three years per statute.

FISCAL IMPACT:


Due to partners sharing space, it is anticipated that the Department's revenue will increase by approximately \$10,000 annually. Workforce Development Staff provide in-kind space to Healthforce Partners. They coordinate the Health Sector Strategies meetings and provide information to Workforce Development. Staff have additionally received requests from other Agencies to be included as a Partner. In those cases, they would be required to sign the MOU and the Department would receive additional revenue.

WORKFORCE DEVELOPMENT BOARD PRIORITY:

The recommended actions are consistent with the Board's priority of *Effective Relationships* by inclusively strengthening and maintaining effective relationships across the Workforce Development system, with a focus on the in-demand business community and other workforce partners.

STAFFING IMPACT:

There is no staffing impact associated with this Agenda Item.



Doris Foster, Director

Workforce Innovation and Opportunity Act America's Job Center of California Partnership Memorandum of Understanding Stanislaus County

Purpose of Memorandum of Understanding (MOU)

The Workforce Innovation and Opportunity Act (WIOA) requires that a MOU be developed and executed between Stanislaus County Workforce Development's Local Board and the America's Job Center of CaliforniaSM (AJCC) partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking the following:

- Looking to find a job
- Building basic educational or occupational skills
- Earning a postsecondary certificate or degree
- Obtaining guidance on how to make career choices
- Seeking to identify and hire skilled workers

The one-stop delivery system partnership will engage in activities designed to meet the outcome objectives established in the California Workforce Development Strategic Plan:

- Sector strategies
- Career pathways
- Regional partnerships
- "Earn and Learn"
- Supportive services
- Creating cross-system data capacity
- Integrated service delivery: Braiding resources and coordinating services at the local level to meet client's needs

Local/Regional Vision Statement, Mission Statement, and Goals

The Local Board is dedicated to developing a skilled workforce that strengthens business and contributes to the economic success of our community. It is with this primary focus that we strive for effective coordination of all services with our partners. Employment services and training services will be provided in an enhanced manner to better serve mutual and common customers (job seekers, training and education seekers, and employers) in Stanislaus County. It is understood that the development and implementation of this collaborative system will require a collective trust and teamwork amongst the agencies with all parties working in unison to accomplish shared goals. As such, this agreement is entered into with a spirit of cooperation by the designated parties as listed in the preceding section. The prevailing principal of this accord is based on service integration, comprehensiveness of service, individual need, and customer satisfaction. The guiding principles of this cooperative partnership are further detailed below:

- Offer as many tangible employment, training and ancillary services as possible for employers and individuals seeking jobs or wishing to enhance their skills, and allowing universal access to the system in its entirety to the customer. Services will be integrated.
- Offer a vast array of beneficial education and training service information with easy access and facilitation to needed services. Services will be comprehensive.
- Provide the means for customers to judge the quality of services and make informed choices about those services, which will meet their distinct individual needs. Services will be customer-centric.
- Identify clear outcomes to be achieved and methods for measuring the agreed-upon outcomes, including customer satisfaction. Services will be performance based.

Program Goals:

- AJCC Services will be treated as an access point for education and training services to be received by: job seekers; employers; UI claimants; youth; seniors; veterans; businesses; StanWORKs clients; WIOA clients; the general public and others as specified in the individual partner agreements.
- Services will be delivered through co-location, cross information sharing and by direct access through real-time technology. By working together with their common customers, various staff will integrate functions and cross train one another. From the customer viewpoint, services will be seamless. Information and services will be provided which will most directly meet the needs of each customer, with referral to additional services as necessary.
- The AJCC delivery system will be evaluated on the basis of performance and customer satisfaction with an emphasis on continuous improvement.

Parties to the MOU

Two primary groups are parties to this agreement:

- **Stanislaus County Workforce Development**, also known as the Local Board with legal

authority under the Workforce Innovation and Opportunity Act (WIOA), with the agreement of the Stanislaus County Board of Supervisors (CLEO);

AND

- **The Local Partner Agencies**, which will be responsible for delivering services in the countywide Stanislaus County Workforce Development AJCC throughout Stanislaus County, known as the Service Delivery Partners.

The following programs are included as parties to this MOU:

Stanislaus County Workforce Development (SCWD)

Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth

Employment Development Department (EDD)

Job Services (Wagner-Peyser)
Veterans' Employment Services
Trade Adjustment Assistance Act
Unemployment Insurance (UI)
Migrant Seasonal Farmworkers

Adult Education and Literacy

Ceres Unified School District (CUSD)
Learning Quest Stanislaus Literacy Centers (LQ-SLC)
Modesto City Schools
Turlock Unified School District (TUSD)

California State Department of Vocational Rehabilitation (DOR)

Rehabilitation Act of 1973, as amended by WIOA

Housing Authority of the County of Stanislaus (HACS)

Family Self-Sufficiency Program (FSS)

Central Valley Opportunity Center (CVOC)

Community Services Block Grant
Migrant Seasonal Farmworkers (Section 167)

Stanislaus County Community Services Agency (CSA)

StanWORKs (CalWORKs-TANF)

Yosemite Community College District (YCCD)

Carl Perkins Career Technical Education

Job Corps

Educational and Vocational Training Program

SER-Jobs for Progress, Inc. Senior Community Service Employment Program (SCSEP)
Title V Older Americans Act

California Indian Manpower Consortium, Inc.
Native American Programs (Section 166)

HealthForce Partners San Joaquin Valley
Educational and Vocational Health Care Sector Program

Five Keys
Formally Incarcerated & Justice Involved

One-Stop System, Services

Partner Services Matrix-Attachment A

Includes a description of the local system, the customers served, and the services provided by each AJCC partner. This includes the three types of “career services” authorized under WIOA (as well as training services and services provided to employers.

In consideration of mutual aims and shared desires of the AJCC System and in recognition of the public benefit to be derived from effective collaboration of the programs involved, the partner agrees to support, as authorized by applicable law, the following services through the AJCC Centers:

1. Basic Career Services as specified under the Workforce Innovation and Opportunity Act, Title I-Subtitle B, including eligibility determination for multiple programs; outreach, intake and orientation; initial assessment of skill levels, job search, placement assistance and career counseling; business services including recruitment; activity referral and coordination with other programs; provision of workforce and labor market statistical information relating to local, regional and national labor markets;
2. Individualized Career Services as specified under the Workforce Innovation and Opportunity Act (WIOA Section 134(c)(2)(A)(i)-(xi) and the Workforce Innovation and Opportunity Act Final Rule 20 CFR part 680.150), including comprehensive and specialized assessment, development of an individual employment plan, group and individual counseling, case management for participants seeking training services, and short-term and pre-vocational services.
3. Follow-up Services will be made available to participants for twelve months after exit. A participant will receive follow-up services necessary to enable them to progress further in their occupation or retain their employment. Follow-up services can include additional career planning, counseling, mentoring, assistance securing a better paying job, career development, and further education. Agency staff are required to contact the participant and determine a participant’s employment and educational status after exiting WIOA program during four quarters.

4. Access to training services (WIOA Section 134 (c)(3)(D) and WIOA Final Rule 20 CFR part 680.200) which may include, but are not limited to, occupational skills training, on-the-job-training, private sector training programs, skill upgrading and retraining, job readiness training, adult basic education and literacy programs, and customized training.
5. Access to EDD Labor Market Information, Veterans Services, Unemployment Insurance, Trade Adjustment Assistance Act and Wagner-Peyser services including job search, placement, recruitment, and CalJOBS.
6. Access to **AJCC** Programs and activities, including virtual access when face-to face interaction may endanger the health and safety of system users and staff.
7. Services for employers including, but not limited to, job listings, meeting facilities, referral of job seekers, pre-screening of applicants, labor market information, tax credit, and small business development assistance.

America's Job Center of California Service Descriptions -Attachment B

Responsibility of AJCC Partners

- The AJCC partner agrees to participate in joint planning, plan development, and modification of activities to accomplish the following:
 - Continuous partnership building
 - Continuous planning in response to state and federal requirements
 - Responsiveness to local and economic conditions, including employer needs
 - Adherence to common data collection and reporting needs
- Make the applicable service(s) related/relevant to the partner program available to customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Infrastructure Funding Agreement & Other Shared System Costs

Attachment C describes the Infrastructure Funding Agreement (IFA) and Other Shared System costs related to this MOU. Parties to this MOU have reviewed and agreed to the terms set forth in Attachment C.

Methods for Referring Customers

Parties to this MOU agree to develop jointly and mutually implement processes acceptable to all for referral among the **AJCC** partners. Parties agree to cross-train staff on the services of each participating partner and the spectrum of related services available through respective agencies. As appropriate, site visits, field trips, and joint training shall be available to staff conducting referrals. Partners will adopt a common agreed upon assessment tool and referral process,

including the referral form.

Assessment Tool- The Referral form (**Attachment F**) will be used as an initial assessment tool for all customers being referred from partner agencies to the AJCC. The CalJOBS Adult Basic Application will be used as a tool to assess customers' needs and direct customer to appropriate partner.

AJCC Service Delivery Flow and Delivery Overview- Attachment D and E

Referral Form- Attachment F

Referrals will be done by phone, fax or other process as agreed upon by the partner agencies. Stanislaus County Workforce Development staff and partners will continuously evaluate and refine the process as needed. Partner agrees to refer its applicants and clients to other **AJCC** Partner agencies, when such individuals may be appropriate and eligible for the Partner Agency's services.

Equity and Inclusion Statement

Stanislaus County AJCC Partners recognize and understand the diverse nature of the residents of the central valley. As services are provided, the partnerships will be working towards increasing equity and inclusion of underrepresented groups. Underrepresented groups may include low-income individuals, immigrants, the unhoused or housing insecure, minority populations, Veterans, English language learners, people with disabilities, justice involved individuals and residents of disadvantaged communities.

Access for Individuals with Barriers to Employment

The term "individual with a barrier to employment" means a member of one or more of the following populations:

- A. Displaced homemakers
- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Justice Involved
- G. Homeless individuals (as defined in section 41403(6) of the Violence against Women Act of 1994 (42 U.S.C 14043e-2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C 11434a (2))).
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English Language Learners, individuals who have low levels of literacy and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farmworkers, as defined in section 167 (i)
- K. Individuals within 2 years of exhausting lifted eligibility under part A of Title IV of the Social Security Act (42 U.S.C 601 et. Seq)
- L. Single parents (including single pregnant women)
- M. Long-term unemployed individuals
- N. Such other groups as the Governor involved determines to have barriers to employment.

(WIOA Section 3(24))

Each party is committed to offer priority for services to veterans, recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

Each party will promote capacity building and professional development of its staff in order to increase awareness and understanding of services to individuals with barriers to employment and individuals with disabilities. Pursuant to 29 CFR Part 37.7-10 all one-stop partners must prove:

1. Facilities that are both programmatically and architecturally accessible;
2. Reasonable accommodations for individuals with disabilities;
3. Shared costs for reasonable accommodations.

The attached system map identifies the location of the comprehensive AJCC site within the local area. **(Attachment G)**

Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all partners.

Confidentiality

The AJCC Partner agrees to comply with the provisions of WIOA Section 10850 as well as the applicable sections of the Welfare and Institutions Code, Family Educational Rights and Privacy Act (FERPA), the California Education Code, the Rehabilitation Act, HIPPA: 45 CFR 164.500-164.534, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality and release of information provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

Non-Discrimination and Equal Opportunity

The AJCC partner shall not unlawfully discriminate in violation of any Federal, State or local law, rule or regulation against any employee, applicant for employment or person receiving services under this Agreement because of race, religious creed, color, national origin, ancestry, physical or mental disability (including perception of a disability), medical condition, genetic information, marital status, sex, gender (including pregnancy, childbirth, or related medical conditions), gender identity, gender expression, age (over 40), sexual orientation, military and veteran status, political affiliation or belief. Contractor and its officers, employees, agents, representatives or subcontractors shall comply with all applicable Federal, State and local laws and regulations related to non-discrimination and equal opportunity, including without limitation the County's non-discrimination policy; the Fair Employment and Housing Act (Government Code sections 12900 et seq.); California Labor Code sections 1101 and 1102; the Federal Civil Rights Act of 1964 (P.L. 88-352) as amended, Section 504 of the Rehabilitation Act of 1973 as amended (29 U.S.C. 797), the Americans with Disabilities Act (ADA) of 1990, the ADA Amendments Act of 2008, the Pregnancy Discrimination Act, the Equal Pay Act, the Age Discrimination in Employment Act of 1967 (ADEA), and Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA); and all applicable regulations promulgated in the California Code of Regulations or the Code of Federal Regulations.

Each party assures its compliance with the Americans with Disabilities Act (ADA) of 1990, which prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities. The ADA also establishes requirements for telecommunications relay services, as well as applicable regulations and

guidelines issued pursuant to the ADA.

Grievances and Complaints Procedure

The AJCC partner agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

American's with Disabilities Act and Amendments Compliance

The AJCC partner agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act of 1990 and its amendments which prohibit discrimination on the basis of disability, as well as applicable regulations and guidelines issued pursuant to the ADA. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall begin on July 1, 2025, and shall end on June 30, 2028, not less than three years unless previously terminated by one of the parties. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred.

Modifications and Revisions

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Each service delivery partner reserves the right to modify the scope, direction, structure and content of this agreement based upon legislative changes, Local Board directives, availability of funding, or other circumstances as warranted and agreed upon by Local Workforce Development Board and partner agencies.

This MOU contemplates that, from time to time, additional AJCC partners may be identified. If and when this happens, each new AJCC partner must sign an MOU with WDB on the same terms as this MOU. Approval of additional AJCC partners is at WDB's discretion. Signatures of other partner agencies will not be required on any MOU between a new AJCC partner and the WDB.

Stanislaus County Workforce Development reserves the right to unilaterally approve the addition of AJCC Partners to this partnership, in lieu of each party of the agreement signing such a modification.

Termination

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

Administrative and Operations Management Sections

License for Use

During the term of this MOU, all partners to this MOU shall have a license to use all of the space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.

Supervision/Day to Day Operations

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the original employer. All staff will comply with the holiday schedule of their original employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action. Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

Service Delivery is allowed on a virtual basis, especially in times of emergency when physical interaction may endanger the health and safety of AJCC clients and staff members. The AJCC Comprehensive Center may be closed if local or state government deems such an action to be necessary for public safety.

Dispute Resolution

The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.

Press Releases and Communications

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The service delivery partners agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence and fax transmittals.

Hold Harmless/Indemnification/Liability

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

**MEMORANDUM OF UNDERSTANDING FOR
Stanislaus County Workforce Development Service Delivery Partners for AJCC**

Signature Page

By signing below, all parties mutually agree to the terms prescribed herein.

Stanislaus County Board of Supervisors

Matthew W. Condit, Chairman of the Board

Printed Name & Title

Signature

Date

Stanislaus County Workforce Development Board

Bill O'Brien, Workforce Development Board Chair

Printed Name & Title

Signature

Date

Stanislaus County Workforce Development

Doris Foster, Director

Printed Name & Title

Signature

Date

Ceres Unified School District

Amy Peterman, Superintendent

Printed Name & Title

Signature

Date

Learning Quest Stanislaus Literacy Centers

Joshua Cruz, Deputy Director

Printed Name & Title

Signature

Date

Modesto City Schools

Tim Zearley, Assoc. Superintendent, Business Services CBO

Printed Name & Title

Signature

Date

Turlock Unified School District

David Lattig, Interim Superintendent

Printed Name & Title

Signature

Date

Employment Development Department

Chukwudi Nnebe, Deputy Division Chief
Printed Name & Title

Signature Date

California Department of Rehabilitation

Shayn Anderson, Regional Director San Joaquin Valley District
Printed Name & Title

Signature Date

SER-Jobs for Progress, Inc. Senior Community Service SCSEP (T-V OAA)

Saul Palomares, SCSEP North Program Director
Printed Name & Title

Signature Date

Stanislaus County Community Services Agency

Christine Huber, Director
Printed Name & Title

Signature Date

Yosemite Community College District

Trevor Stewart, Vice Chancellor of District Administrative Services
Printed Name & Title

Signature Date

Job Corps

Davina Wong, Center Director
Printed Name & Title

Signature Date

California Indian Manpower Consortium, Inc.

Jaylene Marrufo, Field Operations Coordinator
Printed Name & Title

Signature Date

Central Valley Opportunity Center

Jorge De Nava, Executive Director
Printed Name & Title

Signature Date

Stanislaus Regional Housing Authority

Jim Kruse, Executive Director
Printed Name & Title

Signature Date

Employment Development Department Unemployment Insurance

David Rangel, Employment Development Administrator

Printed Name & Title

Signature

Date

HealthForce Partners Northern San Joaquin Valley

Paul Lanning, Executive Director

Printed Name & Title

Signature

Date

Five Keys

Printed Name & Title

Signature

Date

DRAFT

WIOA Partners & Signatory Information

Count	Partner Name	Business Address	Signatory Name & Title	Phone/E-Mail	Fax Number
01	Stanislaus County Workforce Development (SCWD)	251 E. Hackett Road C2 P.O Box 3389 Modesto, CA 95353	Doris Foster <i>Director</i>	(209) 558-2100 FosterD@Stanworkforce.com	(209) 558-2164
02	Ceres Unified School District	2503 Lawrence Street Ceres, Ca 95307	Amy Peterman <i>Superintendent</i>	(209) 556-1500 APeterman@ceres.k12.ca.us	N/A
03	Learning Quest Stanislaus Literacy Centers	1032 11 th Street Modesto, CA 95354	Joshua Cruz <i>Deputy Director</i>	(209) 672-6650 jcruz@lqslc.com	N/A
04	Modesto City Schools District Office	426 Locust Street Modesto, CA 95351	Tim Zearley <i>Associate Superintendent</i> <i>CBO Business Services</i>	(209) 574-1594 Zearley.T@monet.k12.ca.us	(209) 576-4581
05	Turlock Unified School District	1574 E. Canal Drive Turlock, CA 95380	David Lattig <i>Interim Superintendent</i>	(209) 667-0632 dlattig@turlock.k12.ca.us	(209) 667-6520
06	Employment Development Department (EDD)	629 12 th Street Modesto, CA 95354 P.O. Box 3227 Modesto, CA 95353	Chukwudi Nnebe <i>Deputy Division Chief</i>	(415) 885-1696 Chukwudi.Nnebe@edd.ca.gov	N/A
07	California Department of Rehabilitation	1209 Woodrow Ave. Ste. B1 Modesto, CA 95350	Shayn Anderson <i>Regional Director</i> <i>San Joaquin Valley District</i>	(559) 580-4103 Shayn.Anderson@dor.ca.gov	(559) 445-6017
08	SER-Jobs For Progress, Inc. Senior Community Service SCSEP (T-V OAA)	255 N. Fulton St., Suite 106 Fresno, CA 93701	Saul Palomares, <i>SCSEP North Program Director</i>	(559) 452-0881 ext. 321 Spalomares@sercalifornia.org	(559) 803-6154
09	Stanislaus County Community Services Agency (CSA)	251 E. Hackett Road PO Box 42 Modesto, CA 95353	Christine Huber <i>Director</i>	(209) 558-1173 huberc@stancounty.com	(209) 558-2937
10	Yosemite Community College District	435 College Avenue Modesto, CA 95350	Trevor Stewart <i>Vice Chancellor of District Administrative Services</i>	(209) 575-6530 StewartT@yosemite.edu	(209) 575-6922

11	Job Corps	3485 E. Hills Drive San Jose, CA 95127	Davina Wong Center Director	(408) 937-3201 Wong.Davina@jobcorps.org	N/A
12	California Indian Manpower Consortium, Inc.	738 North Market Blvd Sacramento, CA 95834	Jaylene Marrufo Field Operations Coordinator	(916) 920-0285 JayleneM@cimcinc.com	(916) 920-0285
13	Central Valley Opportunity Center (CVOC)	6838 W. Bridget Court P.O. Box 1389 Winton, CA 95388	Jorge De Nava Executive Director	(209) 357-0062 idenava@cvoc.org	(209) 357-0071
14	Stanislaus Regional Housing Authority	1701 Robertson Road P.O. Box 581918 Modesto, CA 95358	Jim Kruse Executive Director	(209) 557-2000 jkruse@stanregionalha.org	(209) 577-2011
15	Employment Development Department Unemployment Insurance	PO Box 419132, Rancho Cordova, CA 95741-9132	David Rangel Employment Development Administrator	(916) 490-5843 David.Rangel@edd.ca.gov	(916) 449-2166
16	HealthForce Partners Northern San Joaquin Valley	777 N. Pershing Avenue #2B Stockton, CA 95203	Paul Lanning Executive Director	(916) 494-9494 planning@healthforcepartners.net	N/A
17	Five Keys	609 West Fremont Street Stockton, CA 95203			N/A

Partner Services Matrix

Program Name	Partner Name	Services (Service Descriptions-Attachment B)			Service Delivery Method
		Career (1-17)	Training (1-9)	Employer (1-8)	
WIOA Title I Adult, Dislocated Workers, Youth	Stanislaus County Workforce Development	1,2,3,4,5,6,8,11,12,13,14,15,16,17	1,2,5,7,8,9	1,2,3,4,5,6,7,8	FT, C/Off
WIOA Title II: Adult Education and Literacy	Ceres Unified School District	2,3,4,8,15,12,17	4,5,6,8	2,7	PT T
	Learning Quest Stanislaus Literacy Centers	N/A	8,9	N/A	T, A PT
	Turlock Unified School District	1,2,3,4,14,15	1,8	N/A	PT, O T, A
	Modesto City Schools	N/A	8	N/A	T
WIOA Title III: Wagner-Peyser	Employment Development Department	2,4,5,9,10,11	N/A	1,2,3,4,6,7,8	C/PT, C T
WIOA Title IV: Vocational Rehabilitation	California Department of Rehabilitation (DOR)	1,2,3,4,12,13,15,16,17	1,2,4,6,7	2,4,5	PT T
Title V Older Americans Act	SER-Jobs For Progress, Inc. Senior Community Service SCSEP (T-V OAA)	1,2,3,4,5,6,7,8,10,11,	2,5	N/A	P/T T
TANF / CalWORKs	Stanislaus County Community Services Agency (CSA)				
	CalWORKs	1,8,9	N/A	N/A	FT A
	CalFresh	1	N/A	N/A	FT, A, C/Off
	Welfare to Work	1,2,3,4,5,6,8,10,11,12,13,15,16,17	1,2,3,4	N/A	FT T
	Child Care	1,8	N/A	N/A	T
	General Assistance	1,2,3,4,10,12,13,15,16,17	1	N/A	FT
	Refugee Assistance	1,2,3,4,6,8,10,13,15,16	1	N/A	T
	Homeless Assistance	8	N/A	N/A	FT T

Partner Services Matrix

	Tribal TANF	1,2,3,4,6,8,10,13,15,16	1	N/A	T
Career/Tech Ed	Yosemite Community College District (YCCD)	1,2,3,4,5,6,10,12,15,17	1,2,3,4,5,7,8,9	1,2,4,5	T, A
Job Corps	Job Corps	1,2,3,4,5,6,11,13,15,16,17	1,2,3,4,5,7,8	1,3,6	PT, T
Native American Program	Ca Indian Manpower Consortium, Inc.	1,2,3,4,5,8,10,11,12,13,14,15,16,17	1,2,6,7	1,2,3,4,5,6,7	T, A
Migrant/Seasonal Farmworkers	Central Valley Opportunity Center	1,2,3,4,5,6,8,10,11,12,13,15,16,17	1,2,5,7,8,9	1,2,3,5,7,8	T,A
	Employment Development Department	1,2,3,4,5,13,16	N/A	2,3,4,6,7,8	FT
Veterans	Employment Development Department	1,2,3,4,5,13,16	N/A	2,3,4,6,7,8	FT
Trade Act	Employment Development Department	1,3,4,5,6,7,8,9,10,11,12,13,15,16,17	N/A	N/A	FT
Community Action (E/T Programs)	Central Valley Opportunity Center	1,2,4,8	1,2,5,7,8,9	1,2,3,5,7,8	FT, T, A
	HealthForce Partners Northern San Joaquin Valley	3,4,5,6,12,13,15	1,3,4,5,6	1,2,3,4,5,6,7,8	PT, T
	Five Keys				
Housing Authority	Stanislaus Regional Housing Authority	1,2,3,8,16	N/A	N/A	T
Unemployment Insurance	Employment Development Department	1,2,9	N/A	8	T,A

Partner Services Matrix

Code	Service Delivery Method Description Codes:
FT	On-Site Staff Full Time
PT	On-Site Staff Part Time
C	Contracted Service On-Site Full Time
C/PT	Contracted Service On-Site Part Time
C/Off	Contracted Service Off-Site
T	Access Via Telephone-Direct Line to designated staff member
A	Access Via Automated System-Can include internet auto communication system
O	Other

AMERICA'S JOB CENTER OF CALIFORNIA SERVICE DESCRIPTIONS

CAREER SERVICES: Career services include self-help services, services requiring minimal staff assistance and services requiring more staff involvement, generally provided to individuals unable to find employment through basic career services, and deemed to be in need of more concentrated services to obtain employment; or who are employed but deemed to be in need of more concentrated services to obtain or retain employment that allows for self-sufficiency.

1. **Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the criteria set by an agency or program to decide if the individual qualifies for participation.
2. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the America's Job Center of California (AJCC), affiliate, or self-service location.
3. **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources.
4. **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment that matches their aptitude, qualifications, experiences, and interests. Career Counseling is a facilitated exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual.

5. **Employment Statistics-Labor Market Information:** Collect and report data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers; see California LMI, <http://www.labormarketinfo.edd.ca.gov/>.
6. **Eligible Provider Performance and Program Cost Information:** Collect and provide information on:
 - A. Eligible training service providers (described in WIOA Section 122).
 - B. Eligible youth activity providers (described in WIOA Section 123).
 - C. Eligible adult education providers (described in WIOA Title II).
 - D. Eligible postsecondary vocational educational activities and vocational educational activities available to school dropouts under the Carl Perkins Act (20 USC 2301).
 - E. Eligible vocational rehabilitation program activities (described in Title I of the Rehabilitation Act of 1973).
7. **Local Performance Information:** Collect and provide information on the local area's recent performance measure outcomes.
8. **Supportive Services' Information:** Collect and provide information on services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.
9. **Unemployment Insurance:** Collect and provide information on filing claims for state benefit payments that protect individuals from economic insecurity while they look for work. Claims may be filed on-line or via telephone available in the AJCC.
10. **Eligibility Assistance:** Provide guidance to individuals on eligibility for other programs and on financial aid assistance for training and education programs that are available in the local area.
11. **Follow-Up Services:** Services provided to participants who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment. These services assist those individuals to maintain employment or qualify for promotions with that employment.

12. **Comprehensive and Specialized Assessments:** A closer look at the skills levels and service needs that may include:
 - A. Diagnostic Testing and use of other assessment tools; and
 - B. In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
13. **Individual Employment Plan Development:** Working with individuals to identify their employment goals, the appropriate achievement objectives, and the appropriate combination of services that will help the individual achieve those goals.
14. **Group Counseling:** Counseling individuals in a group setting to help the individual achieve employment goals and make decisions about employment and training opportunities.
15. **Individual Counseling and Career Planning:** Counseling, career planning and vocational guidance to an individual in a one-on-one setting to help the individual achieve employment goals and make decisions about employment and training opportunities based on the participant's assessment.
16. **Case Management:** For participants who receive training services under WIOA Section 134(d)(4).
17. **Short-Term Prevocational Services:** Can include development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

TRAINING SERVICES:

Services offered through a training provider to help individuals upgrade their skills, earn degrees and certifications, or otherwise enhance their employability through learning and education. Types of training services include:

1. **Occupational Skills Training:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels.
2. **On-the-Job Training (OJT):** Training by an employer that is provided to a paid participant while engaged in productive work that is limited in duration, provides knowledge or skills essential to the full and adequate performance of the job, and reimburses the employer for the costs associated with training the OJT trainee often calculated based on a percentage of the trainee's wages.
3. **Workplace and Cooperative Education:** Programs that combine workplace training with related instruction which may include cooperative education programs.

4. **Training Programs Operated by the Private Sector**
5. **Skills Upgrading and Retraining:** Courses that prepare persons for entrance into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational/occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
6. **Entrepreneurial Training:** Training that includes starting and operating a business, developing business plans, budgeting and forecasting, accumulating capital, and identifying business development resources.
7. **Job-Readiness Training:** Pending State definition.
8. **Adult Education and Literacy (ABLE) Programs:** Services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individuals to function effectively in society and on a job. Services include, but are not limited to, one-on-one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job.
9. **Customized Training:** Training that is designed to meet the special requirements of an employer or group of employers and that is conducted with a commitment by the employer to employ an individual upon successful completion of the training and for which the employer pays for a portion of the cost of training.

**EMPLOYER
SERVICES:**

AJCC services offered to employers include:

1. **Employer Needs Assessment:** Evaluation of employer needs, particularly future hiring and talent needs.
2. **Job Posting:** Receiving and filling of job openings; searching resumes; providing access to a diverse labor pool.
3. **Applicant Pre-Screening:** Assessing candidates according to the employer's requirements and hiring needs; referring candidates based on their knowledge, skills, and abilities relative to the employer requirements.

4. **Recruitment Assistance:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitments.
5. **Training Assistance:** Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.
6. **Labor Market Information:** Access to information on labor market trends, statistics, and other data related to the economy, wages, industries, etc.
7. **Employer Information and Referral:** Provision of information on topics of interest to employers such as services available in the community, local training providers, Federal laws and requirements, tax information, apprenticeship programs, human resource practices, alien labor certification, incentive programs such as Work Opportunity Tax Credit (WOTC) or the Federal bonding program, etc.
8. **Rapid Response and Layoff Aversion:** Provision of services to prevent downsizing or closure, or to assist during layoff events. Strategies may include incumbent worker training to avert lay-offs, financing options, employee ownership options, placement assistance, worker assessments, establishment of transition centers, labor management committees, peer counseling, etc.

**Workforce Innovation and Opportunity Act
Stanislaus County 2025-2028 MOU Partnership Agreement
Infrastructure Funding Agreement and Other Shared System Costs Budget**

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AJCC Partners Sharing Other One-Stop System Costs

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DRAFT

Process and Development

Local Workforce Development Area (Local Area): Stanislaus County

Date Submitted: June 30, 2025

1. The period of time this agreement is effective: July 1, 2025- June 30, 2028
2. Identification of all AJCC partners, Chief Elected Officials (CEO), and Local Boards participating in the infrastructure and other system costs funding agreements.

CEO/s: Matthew W. Condit, Chairman of the Stanislaus County Board of Supervisors

Local Board/s: Stanislaus County Workforce Development Board

AJCC Partners Participating in the Infrastructure Funding Agreement (IFA):

- Stanislaus County Workforce Development
- Employment Development Department (EDD): *Job Services (Wagner-Peyser)*, *Veterans' Employment Services*, *Trade Adjustment Assistance Act*
- Ceres Unified School District (CUSD)
- Central Valley Opportunity Center (CVOC)
- California Department of Rehabilitation (DOR)
- Healthforce Partners Northern San Joaquin Valley (HFP)
- LearningQuest-Stanislaus Literacy Center (LQ-SLC)
- SER-Jobs For Progress, Inc. Senior Community Service Employment Program (SCSEP)
- Five Keys

AJCC Partners Participating in the Shared Other System Costs Agreement:

- Stanislaus County Workforce Development (SCWD)
- Employment Development Department (EDD)
Unemployment Insurance
- Ceres Unified School District (CUSD)
- Stanislaus County Community Services Agency (CSA)
- Yosemite Community College District (YCCD)
- Job Corps

- California Department of Rehabilitation (DOR)
- Modesto City Schools (MCS)
- Turlock Unified School District (TUSD)
- Learning Quest Stanislaus Literacy Centers (LQ-SLC)
- HealthForce Partners (HFP)
- SER-Jobs For Progress, Inc. Senior Community Service Employment Program (SCSEP)
- Stanislaus Regional Housing Authority (SRHA)
- Central Valley Opportunity Center (CVOC)
- CA Indian Manpower Consortium, Inc (CIMC)
- Five Keys

3. Steps the Local Board, CEO, and AJCC partners took to reach consensus and/or an assurance that the Local Area followed guidance for the state infrastructure funding mechanism.
 - a. On behalf of Stanislaus County Workforce Development Board, Stanislaus County Workforce Development coordinated an MOU Partnership meeting on March XX, 2025 and discussed the MOU and the infrastructure Funding Agreement with partner agencies. Organizations that were invited to attend, but were unable to, were contacted via phone and e-mail to establish any updated information called for in the MOU and to verify their engagement and agreement with the MOU.
4. A description of the process to be used among partners to resolve issues during the MOU duration period when consensus cannot be reached.
 - a. For purposes of this MOU, each party expressly agreed to participate in good faith negotiations to reach a consensus. All partners agreed to use the prescribed process in the Governor's Guidelines to achieve integration of program and service goals of WIOA. Active involvement and equal opportunity to provide input by required partners was demonstrated in the MOU negotiation process and is reflected in the MOU.
5. A description of the periodic modification and review process that will be used to ensure all AJCC partners continue to contribute their fair and equitable share of infrastructure and other system costs, including the identification of who will fulfill this responsibility.
 - a. The specific contributions for Program Year 2025 are shown in table 3 (most current available), and these contributions have been agreed to by the colocated partners. The colocated partners agree that these amounts are the contributions that the partners will make to the One-Stop costs for Program Year 2025-2026 only, and that this portion of the MOU covers the first year of the three-year MOU period. The colocated partners agree and recognize that the One-Stop costs and the partner contributions to these costs are to be renegotiated on an annual basis. Further, the colocated partners acknowledge that the ability of any partner to contribute its agreed contribution to the One-Stop costs is contingent on the availability of Federal funding for its respective program(s).

On an annual basis, the colocated partners will collaborate to compile actual infrastructure and shared system costs for the prior year as was conducted between Stanislaus County Workforce Development and the State EDD for the first year. Stanislaus County Workforce Development will convene the annual meeting during the third quarter of the program year along with data on actual contributions to the operation of the One-Stop, and to prepare a report for use by all of the partners that compares the actual and budgeted values. This will be done to support the proper allocation of costs in a manner that fully complies with the applicable cost principles, and to assist in preparation of negotiations for the following year. Stanislaus County Workforce Development collaborated with the State EDD on infrastructure costs this year and this process is expected to continue annually.

Assurance from all non-colocated partners that they agree to pay their proportionate share of infrastructure costs as soon as sufficient data are available to make such a determination.

Signatures of authorized representative(s) of the Local Board, the CEO, and all AJCC partners.

Sharing Infrastructure Costs

Budget, Cost Allocation Methodology, Initial Proportionate Share

MOU Content Requirements:

A budget outlining the infrastructure costs for each AJCC in the Local Area with a detailed description of what specific costs are included in each line item.

When establishing the infrastructure cost budget, Local Boards have two options:

Option 1: Develop a separate budget for each AJCC.

Option 2: Develop a consolidated system-wide budget for its network of AJCCs.

Option 3: A mixture of separate and consolidated budgets.

If the Local Board chooses to negotiate infrastructure costs based on their network of AJCCs, rather than center by center, then the budgets for all the AJCCs can be consolidated into one system budget. However, this consolidation may not distort the distribution of costs as they must be attributable to each partner equally and in accordance with the agreed upon cost allocation methodology. Consolidations might allow the “financing” of infrastructure cost between partners more easily. It is not required that each partner contribute to each comprehensive AJCC, as long as their consolidated share of contributions equals their responsibility to pay as determined by the agreed upon cost sharing methodology.

If using Option 3, multiple budgets will need to be included with clear identification of which AJCCs belong to which budget.

The Local Board and AJCC partners have chosen this option for developing the infrastructure cost budget:

Option 1: A separate budget for each AJCC.

Option 2: A consolidated system-wide budget for the network of AJCCs

Option 3: A mixture of separate and consolidated budgets for the Local Area’s AJCCs.

AJCC(s) and Colocated Partners

- Include all AJCCs Identified in the MOU
- Include if the AJCC is a comprehensive, affiliate, or specialized center.
- Colocated Partner definition: All AJCC partners who have a physical presence within the center, either full time or part time.

Modesto Comprehensive AJCC and Colocated Partners 629 12th Street, Modesto, CA	
<i>Colocated Partner definition: All AJCC partners who have a physical presence within the center, either full time, part time, or intermittent.</i>	
<ul style="list-style-type: none"> • Stanislaus County Workforce Development (SCWD) 	<ul style="list-style-type: none"> • Ceres Unified School District (CUSD)
<ul style="list-style-type: none"> • California Department of Rehabilitation (DOR) 	<ul style="list-style-type: none"> • Central Valley Opportunity Center (CVOC)
<ul style="list-style-type: none"> • Employment Development Department (EDD): <i>Job Services (Wagner-Peyser), Veterans' Employment Services, Trade Adjustment Assistance Act</i> 	<ul style="list-style-type: none"> • SER-Jobs For Progress, Inc. Senior Community Service Employment Program (SCSEP)
<ul style="list-style-type: none"> • Learning Quest-Stanislaus Literacy Center (LQ-SLC) 	<ul style="list-style-type: none"> • Job Corps
<ul style="list-style-type: none"> • HealthForce Partners Northern San Joaquin Valley 	<ul style="list-style-type: none"> • Five Keys

The building layout and tables below reflect the infrastructure cost methodology found on pages 13-15.

STANISLAUS COUNTY WORKFORCE DEVELOPMENT LEASE AREA CALCULATIONS

GROSS BUILDING FLOOR AREA: 25,027 SF

DATE: 11/1/2025
GROSS AREA MULTIPLIER: 1.06

ROOM #	ROOM NAME	AREA (S.F. NET)	AREA (S.F. GROSS)	COMMON	% WORKFORCE DEVELOPMENT OCCUPIED (common area excluded)	WORKFORCE DEVELOPMENT AREA (S.F.) (common area excluded)	WORKFORCE DEVELOPMENT AREA (S.F.)
WORKFORCE DEVELOPMENT EXCLUSIVE							
122	PARTNER OFFICE	160 SF	169 SF		100%	169 SF	169 SF
125	CONFERENCE ROOM	863 SF	913 SF		100%	913 SF	913 SF
127	TESTING ROOM	259 SF	274 SF		100%	274 SF	274 SF
EDD & WORKFORCE DEVELOPMENT SHARED							
EDD RESOURCE AREA							
100	RESOURCE AREA	2,166 SF	2,292 SF		50%	1,146 SF	1,146 SF
101	RECEPTION LOBBY	804 SF	851 SF		50%	425 SF	425 SF
102	LOBBY	2,070 SF	2,191 SF		15%	329 SF	329 SF
106	OPEN WORK AREA	11,111 SF	11,758 SF		54%	6,349 SF	6,349 SF
COMMON AREA							
103	MEN (PUBLIC)	134 SF	142 SF	X	0%	0 SF	60 SF
104	WOMEN (PUBLIC)	137 SF	145 SF	X	0%	0 SF	61 SF
107	EMPLOYEE ROOM	707 SF	748 SF	X	0%	0 SF	317 SF
110	TELEPHONE ROOM	220 SF	233 SF	X	0%	0 SF	99 SF
114	TELEPHONE ROOM	261 SF	276 SF	X	0%	0 SF	117 SF
118	MEN (EMPLOYEE)	151 SF	160 SF	X	0%	0 SF	68 SF
119	WOMEN (EMPLOYEE)	204 SF	216 SF	X	0%	0 SF	92 SF
120	JANITOR	138 SF	146 SF	X	0%	0 SF	62 SF
121	HALLWAY	320 SF	339 SF	X	0%	0 SF	144 SF
EDD EXCLUSIVE AREA							
105	TESTING/HEARING	494 SF	523 SF		0%	0 SF	0 SF
112	STORAGE	255 SF	270 SF		0%	0 SF	0 SF
113	OFFICE	138 SF	146 SF		0%	0 SF	0 SF
115	EDD MANAGER OFFICE	222 SF	235 SF		0%	0 SF	0 SF
116	STORAGE	105 SF	111 SF		0%	0 SF	0 SF
117	MAIL ROOM	128 SF	135 SF		0%	0 SF	0 SF
123	JANITOR	123 SF	130 SF		0%	0 SF	0 SF
124	INTERVIEW ROOM	118 SF	125 SF		0%	0 SF	0 SF
126	WORKSHOP	590 SF	624 SF		0%	0 SF	0 SF
128	CONFERENCE ROOM	315 SF	333 SF		0%	0 SF	0 SF
TARE							
108	MECHANICAL ROOM	659 SF	697 SF		0%	0 SF	0 SF
109	TRANSFORMER ROOM	133 SF	141 SF		0%	0 SF	0 SF
111	MECHANICAL ROOM	703 SF	744 SF		0%	0 SF	0 SF
SUBTOTAL		23,688 SF	25,067 SF	2,404 SF		9,605 SF	10,625 SF

EXCLUSIVE PARTNER AREA: 1,357 SF
 SHARED PARTNER AREA: 8,249 SF
 PARTNER COMMON AREA SHARE: 1,019 SF (42%)
 TOTAL PARTNER LEASED AREA: 10,625 SF
 TARE: 0 SF

AJCC Building Layout - 629 12th ST., MODESTO

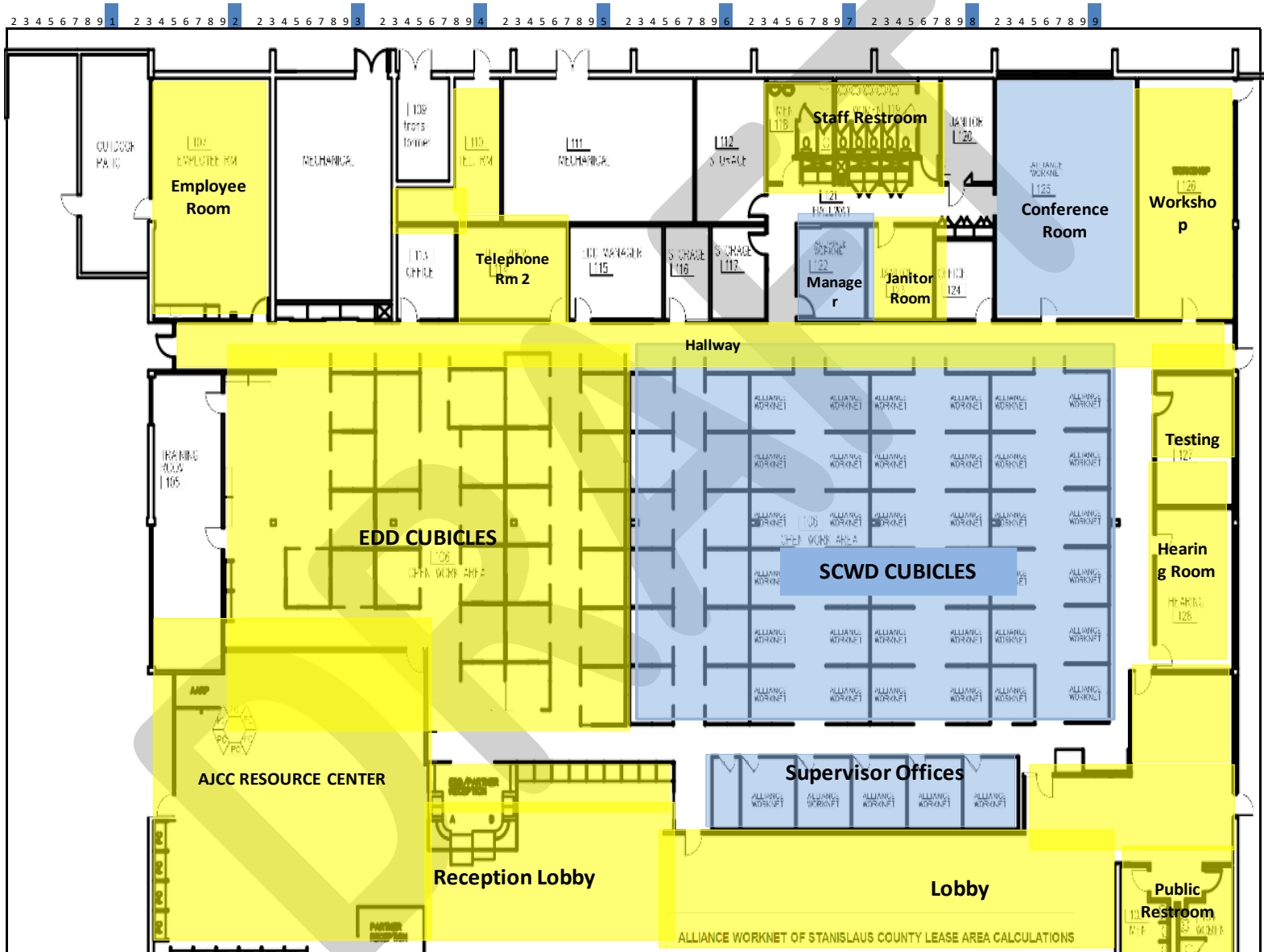


Table 1

SPACE UTILIZATION TABLE - Building: 629 12th Street Total Sq. Ft					Minus common Sq. Ft	Total Partner Sq. Ft
					25,067	19,733
					5,334	
					Monthly Payment	\$ 27,231
					Actual Per Sq Ft:	\$ 1.09
Occupancy	Quantity	Width	Length	Sq. Ft.		
Stanislaus County Workforce Development						
Conference Room (125)	1			913.0		
Cubicles (6x8)	Open Area			5,811.0		
Testing Room (127)	1			274.0		
Manager Office (122)	1			169.0		
SCWD Common				1,202.5	SCWD	8,369.5
						42.41%
SCSEP	1	8.0	8.0	64.0	SCER-SCSP	64.0
						0.32%
CUSD	1	8.0	8.0	64.0	CUSD	64.0
						0.32%
DOR	1	9.0	10.0	90	DOR	90.0
						0.46%
Employment Development Department						
EDD Exclusive (105,112,113,115-117,123,124,126,128)				2,632.0		
OPEN AREA (106)				5,409.0		
EDD (1 AREA)(108,109,111)				1,582.0		
EDD COMMON				1,202.5	EDD	10,825.5
						54.86%
Job Corps	1	8.0	8.0	64.0	CSA-STW	64.0
						0.32%
Central Valley Opportunity Center	1	8.0	8.0	64.0	CVOC	64.0
						0.32%
Learning quest	1	8.0	8.0	64.0	LQ	64.0
						0.32%
HealthForce Partners	1	8.0	8.0	64.0	HFP	64.0
						0.32%
Five Keys	1	8.0	8.0	64.0	Five Keys	64.0
						0.32%
					Total Sq. Ft	19,733.0
						100%
Below are Common Area Estimates					Percentage Occupied Space	
						78.7%
AJCC Resource Center		40.0	35.0	2,292.0		
Reception Lobby				851.0		
Lobby		18.0	18.0	2,191.0		
					Common Area Total	5,334.0
					Percentage Common Space	21.3%
					Building Space	25,067

Operating Costs for Modesto Workforce Services April 2019

Facility: *Modesto*
 Building ID: *0508*
 Facility Address: *629 12th Street*
 Facility Square Footage: *25,067*
 Monthly Rent: *\$0.00*

	Monthly, \$/sq. ft.	Annual, \$/sq. ft.	Total Annual Cost
Base Rent	\$0.00	\$0.00	\$0.00
Utilities (FY 2017/2018)	\$0.19	\$2.34	\$58,576.90
Garbage (FY 2017/2018)	\$0.01	\$0.11	\$2,851.62
Janitorial (1 EDD Custodian)	\$0.37	\$4.42	\$110,733.60
<i>Contracts</i>			
Alarm Monitoring (N9111308, 7/1/18 - 6/30/21)	\$0.00	\$0.01	\$300.00
HVAC Maintenance (DGS Maintained)	\$0.00	\$0.00	\$0.00
Landscaping (M8108816, 2/1/18 - 1/31/20)	\$0.03	\$0.35	\$8,754.00
Pest Control (N7106153, 4/7/17 - 3/31/19)	\$0.01	\$0.06	\$1,620.00
Power Sweeping (M8108768, 2/1/18 - 1/31/20)	\$0.02	\$0.19	\$4,860.00
*Security Guard (M6102209, Am #4, 3/1/16 - 3/31/19 and M9112553, 3/1/19 - 7/31/19)	\$0.43	\$5.12	\$128,225.32
Chemical Replacement (N9112101, 10/2/18 - 6/30/19)	\$0.01	\$0.12	\$3,000.00
***Chiller Replacement (M972432)	\$0.03	\$0.31	\$7,848.90
TOTAL:	\$1.09	\$13.04	\$326,770.34

Total Operating Cost per square foot, per month 1.09

* Security Guards (2): (1) 9-hr shift (\$58,576.18), (1) 10-hr shift (\$69,649.14).

*** Chiller Replacement in 2009 at a cost of \$78,489.00 prorated over 10-year period. CY 2019 is year #10 of 10 years.



Table 2

629 12th ST., MODESTO		Monthly Building Cost \$ 27,231		Sq. Ft. Cost		
% Occupied and Common Space: 78.7%		21.3%		\$ 1.09		
Cost applied to % above: \$ 21,436		\$ 5,794				
Current Tenant Occupancy	Occupied Space (Sq. FT)	% of Occupied space	Occupied Area Cost	Common Area Cost	Agency Monthly Cost	Annual Building and Facilities Cost
SCWD	8369.5	42.41%	\$ 9,091.98	\$ 2,457.64	\$ 11,549.62	\$ 138,595
SER/SCSEP	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
CUSD	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
DOR	90.0	0.46%	\$ 97.77	\$ 26.43	\$ 124.20	\$ 1,490
EDD	10825.5	54.86%	\$ 11,759.99	\$ 3,178.83	\$ 14,938.82	\$ 179,266
Job Corps	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
CVOC	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
Learning Quest	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
HFP	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
Five Keys	64.0	0.32%	\$ 69.52	\$ 18.79	\$ 88.32	\$ 1,060
19733.0		100.00%	\$ 21,436	\$ 5,794	\$ 27,231	\$ 326,770
					verify total \$	326,770

Table 3

2025-2026 Cost Estimates for AJCC Modesto											
Cost Component	FY Total Operating Cost	SCWD	SCSEP	CUSD	DOR	Job Corps	EDD	CVOC	LQ	SFP	Five Keys
Sq Ft Occupied	12 Months 25,067.0	Fund 1320									
Occupancy Ratio	100.00%	42.41%	0.32%	0.32%	0.46%	0.32%	54.86%	0.32%	0.32%	0.32%	0.32%
Applied Partner % (Excl. EDD-Exclusive)		42.55%	0.33%	0.33%	0.46%	0.33%	55.04%	0.33%	0.33%	0.33%	0.33%
Building Costs	\$ 326,770.34	\$ 138,595.47	\$ 1,059.81	\$ 1,059.81	\$ 1,490.36	\$ 1,059.81	\$ 179,265.81	\$ 1,059.81	\$ 1,059.81	\$ 1,059.81	\$ 1,059.81
Access and Accomodation	\$ 1,000.00	\$ 425.52	\$ 3.25	\$ 3.25	\$ 4.58	\$ 3.25	\$ 550.38	\$ 3.25	\$ 3.25	\$ 3.25	\$ 3.25
Common Identifier	\$ 1,500.00	\$ 638.28	\$ 4.88	\$ 4.88	\$ 6.86	\$ 4.88	\$ 825.58	\$ 4.88	\$ 4.88	\$ 4.88	\$ 4.88
One Stop Operator	\$ 15,000.00	\$ 6,382.76	\$ 48.81	\$ 48.81	\$ 68.64	\$ 48.81	\$ 8,255.76	\$ 48.81	\$ 48.81	\$ 48.81	\$ 48.81
PARTNER TOTAL SHARE	\$ 344,270.34	\$ 146,042.02	\$ 1,116.76	\$ 1,116.76	\$ 1,570.44	\$ 1,116.76	\$ 188,897.53	\$ 1,116.76	\$ 1,116.76	\$ 1,116.76	\$ 1,116.76

Infrastructure Cost Allocation Methodology

Stanislaus County Workforce Development coordinates the delivery of services at the Modesto AJCC Comprehensive Center (see AJCC Space Use Plan for building layout) with its colocated partners: Ceres Unified School District (CUSD), SER-Jobs For Progress, Inc. Senior Community Service Employment Program (SCSEP), California Department of Rehabilitation (DOR), Job Corps, Employment Development Department (EDD), Learning Quest-Stanislaus Learning Center (LQ-SLC), Central Valley Opportunity Center (CVOC), HealthForce Partners, and Five Keys. The agreement is based on building costs from February 2019 annualized expenditures, which is the most current information available at the time of MOU adoption.

Space Utilization - *Tables 1, 2 & 3:*

The basis for calculating and distributing costs to partner agencies is as follows:

- A. Square footage of space used will be the basis to distribute infrastructure costs.
- B. The total space of Modesto Comprehensive Center is 25,067 square feet (sq. ft.)
 - I. Cubicle space was distributed to the co-located partners based on their need.
 - II. Total monthly payment was calculated by taking the yearly total operating cost of \$329,270.34, and dividing it by 12 months which calculated to \$27,439.
 - III. Total cost per sq. ft. was calculated by dividing \$27,439 by the total sq. ft. of 25,067, calculating to \$ 1.09.
 - IV. Common area sq. ft. of 5,344 was subtracted from the total sq. ft. of 25,067 to determine the total dedicated partner sq. ft. of 19,733.
 - V. Percent occupied space was calculated by dividing the total partner sq. ft. of 19,733 by the total building space of 25,067 sq. ft.
 - VI. Percent common space was calculated by dividing the Common area sq. ft. 5,334 total by the total building space of 25,067 sq. ft.
 - VII. The ratio of occupied to common space is 78.7% to 21.3 %.

AJCC Infrastructure Budget - **Table 2**

The ratio of occupied space was applied to common space and used to calculate total monthly costs for each partner.

- A. Costs will be distributed to partners on a monthly basis.
- B. The cost allocation methodology selected adheres to the following:
 - i. Is consistent with the Federal laws authorizing each partner's program including any local administrative cost requirements.
 - ii. Complies with Federal cost principles in the Uniform Guidance.
 - iii. Includes only costs that are allowable, reasonable, necessary, and allocable to each program partner.
 - iv. Is based on the proportionate use and benefit received by each colocated partner in the AJCC.

Initial Proportionate Share Allocated - **Table 3** includes the budget outlining the infrastructure costs for the comprehensive AJCC. Included in the budget are the following cost items and detail for each line item:

- Building Costs:
 - Includes fully equipped usable cubicle space
 - Utilities-electric, gas, sewer, water, internet access
 - Janitorial
 - Maintenance and building repair
 - Security
 - Alarm and telecom
- Access and Accommodation:
 - Technology or equipment needed for physical and programmatic access to the AJCC by individuals with disabilities.
- Common Identifier:
 - Creating new AJCC signage
 - Updating templates and materials
 - Updating Electronic Resources
- One Stop Operator:

- Annual Cost of basic services provided by contracted One Stop Operator.

Initial Proportionate Share of Infrastructure Costs

Table 2 shows the initial proportionate share of infrastructure costs allocated to each colocated partner based on the agreed upon cost allocation methodology and costs reflected in the Operating Costs for Modesto Workforce Services table. Table 3 identifies the cost estimates for the AJCC and total partners' costs share to be distributed among the colocated partners and will serve as the method for distributing costs for the duration of MOU. Table 3 also includes budgeted costs for access and accommodation and common identifier, if necessary. Some year-to-year adjustments are anticipated. Adjustments of greater than 5% by category will warrant a revision of the table, but will not require an amendment to the agreement. This initial determination must be periodically reconciled against actual costs incurred and adjusted accordingly. Non-cash or in-kind contributions will be fairly evaluated, in accordance with Uniform Guidance Section 200.306.

Signature Page: Colocated Partners Sharing AJCC Infrastructure Costs

The CEO, the Local Board Chairperson, and all colocated AJCC partners included in the sharing of infrastructure costs must sign.

By signing below, all parties agree to the terms prescribed in the IFA.

Stanislaus County Board of Supervisors

Matthew W. Condit, Chairman of the Board

Printed Name and Title

Signature and Date

Stanislaus County Workforce Development Board

Bill O'Brien, Chair

Printed Name and Title

Signature and Date

Central Valley Opportunity Center

Jorge DeNava, Executive Director

Printed Name and Title

Signature and Date

Stanislaus County Workforce Development

Doris Foster, Director

Printed Name and Title

Signature and Date

California Department of Rehabilitation

Shayn Anderson, Regional Director San Joaquin Valley District

Printed Name and Title

Signature and Date

Ceres Unified School District

Amy Peterman, Superintendent

Printed Name and Title

Signature and Date

EDD Workforce Services

Chukwudi Nnebe, Deputy Division Chief
Printed Name and Title

Signature and Date

Job Corps

Davina Wong, Center Director
Printed Name and Title

Signature and Date

SER-Jobs For Progress, Inc.

Saul Palomares, SCSEP North Program Director
Printed Name and Title

Signature and Date

HealthForce Partners Northern San Joaquin Valley

Paul Lanning, Executive Director
Printed Name and Title

Signature and Date

LearningQuest-Stanislaus Literacy Centers

Joshua Cruz, Deputy Director
Printed Name and Title

Signature and Date

Five Keys

XXXXXXXXXXXXXXXXXX, XXXXXXXXXXXXXXXX
Printed Name and Title

Signature and Date

Signature Page: Non-Colocated Partners Sharing Infrastructure Costs When Proportionate Share Data Are Available

MOU Content Requirement:

The state is in the process of implementing the requisite statewide data tracking system, and once such data are available, all non-colocated partners who are receiving benefit from the AJCCs will also be required to contribute their proportionate share towards infrastructure costs. Consequently, the MOU must include an assurance from all non-colocated partners that they agree to pay their proportionate share of infrastructure costs as soon as sufficient data are available.

By signing below, all parties agree that when data is available to determine the AJCC benefit to non-colocated partners, the infrastructure cost sharing agreement will be renegotiated to include their proportionate share of contributions.

California Indian Manpower Consortium, Inc

Turlock Unified School District

Jaylene Marrufo, Field Operations Coordinator

David Lattig, Interim Superintendent

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Modesto City Schools

Yosemite Community College District

Tim Zearley, Associate Superintendent

Trevor Stewart, Vice Chancellor of District Administrative Services

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Stanislaus Regional Housing Authority

Jim Kruse, Executive Director
Printed Name and Title

Signature and Date

Employment Development Department Unemployment Insurance

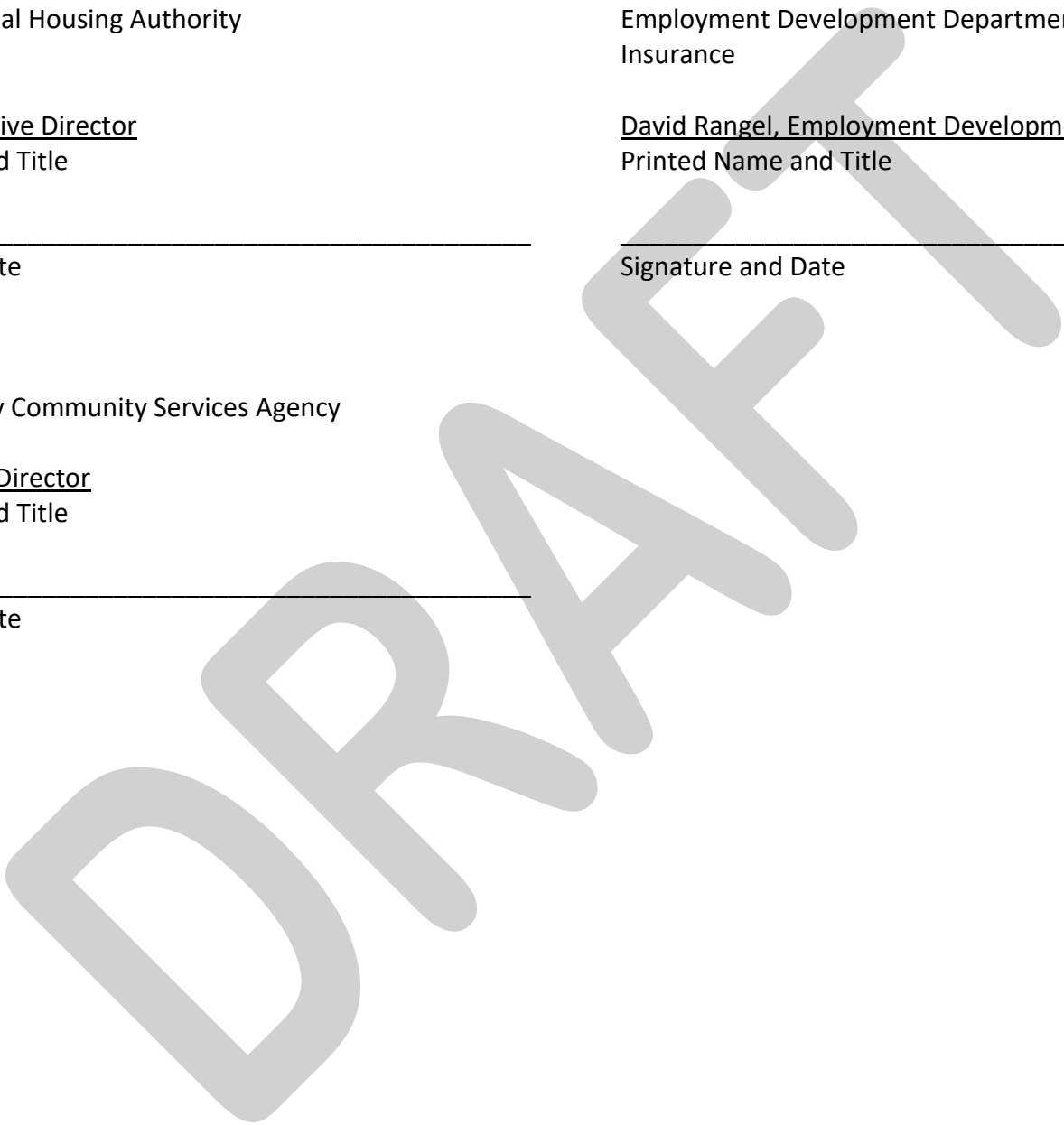
David Rangel, Employment Development Administrator
Printed Name and Title

Signature and Date

Stanislaus County Community Services Agency

Christine Huber, Director
Printed Name and Title

Signature and Date



Sharing Other One-Stop System Costs

MOU Content Requirement:

A budget outlining other system costs relating to the operation of the local One-Stop delivery system and a description of what specific costs are included in each line item. The budget must include “applicable career services” as well as any other shared costs agreed upon by the AJCC partners and Local Board.

While only colocated partners share infrastructure costs, all partners must share in other system costs, including applicable career services.

The One-Stop System Partners Included in the Sharing of Other One-Stop Delivery System Costs

Title I Adult, Dislocated Worker, and Youth

Title V Older Americans Act

Trade Adjustment Assistance Act

Title II Adult Education and Literacy

Job Corps

Community Services Block Grant

Native American Programs

Housing and Urban Development

Title III Wagner-Peyser

Migrant Seasonal Farmworkers

Unemployment Compensation

Title IV Vocational Rehabilitation

Veterans

Second Chance

Carl Perkins / Strong Workforce

YouthBuild

Other:

TANF/CalWORKS

Required Consolidated System Budget for “Applicable Career Services”

The agreed upon budget for other system costs must align with the outlined shared customers and services.

The other system costs budget must be a consolidated budget that includes a line item for applicable career services. The MOU requires identification of the applicable career services for each partner program. Accordingly, this budget must include each of the partner’s costs for the service delivery of each applicable career service and a consolidated system budget for career services applicable to more than one partner.

Applicable Career Services are services authorized to be provide under each partner’s program.

Summary of Career Services Applicable to Each One-Stop Delivery System Partner (Phase I MOU)										
Basic Career Services	T-I Adult/DW/Youth Stanislaus County Workforce Development	T-II AEL				T-III WP EDD	T-IV VR DOR	T-V OAA SER-SCSEP	TANF CSA	Housing SRHA
		CUSD MCS	LQSLC	TUSD						
T-I Program Eligibility	✓		✓			✓	✓	✓	✓	✓
Outreach, Intake, Orient	✓	✓	✓	✓		✓	✓	✓	✓	✓
Initial Assessment	✓	✓	✓	✓		✓	✓	✓	✓	✓
Labor Exch/Job Search	✓					✓		✓	✓	
Referrals to Partners	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
LMI	✓	✓				✓		✓		
Performance/Cost Info	✓								✓	
Support Service Info	✓	✓	✓					✓	✓	✓
UI Info/Assistance	✓					✓				
Financial Aid Info	✓					✓			✓	

Basic Career Services	Perkins/ Strong WF MJC YCCD	Job Corps	Native American Program CA Indian Manpower Consortium, Inc	MSF CVOC	Veterans EDD	Trade Act EDD	Community Action E/T			UI EDD
							CVOC	HFP	Five Keys	
T-I Program Eligibility		✓	✓	✓	✓	✓	✓			✓
Outreach, Intake, Orient	✓	✓	✓	✓	✓	✓	✓			✓
Initial Assessment	✓	✓	✓	✓	✓	✓	✓			
Labor Exchange/Job Search	✓				✓	✓				
Referrals to Partners	✓	✓	✓	✓	✓	✓	✓			
LMI			✓	✓	✓	✓	✓			
Performance/Cost Info		✓		✓	✓	✓				
Support Service Info	✓			✓	✓	✓	✓			
UI Info/Assistance					✓	✓				✓
Financial Aid Info	✓		✓	✓		✓				
Individual Career Services	T-I Adult/DW/ Youth Stanislaus County Workforce Development	T-II AEL CUSD LQSLC TUSD MCS				T-III WP EDD	T-IV VR DOR	T-V OAA SER-SCSEP	TANF CSA	Housing SRHA
Comp Assessment	✓						✓	✓	✓	
IEP	✓		✓				✓	✓	✓	
Career Plan/Counsel	✓	✓	✓	✓		✓	✓	✓	✓	
Short-Term Prevoc.	✓		✓				✓		✓	
Internships/Work Experience							✓	✓	✓	
Out-of-Area Job Search	✓	✓				✓	✓		✓	

Financial Literacy			✓						✓	
IET/ELA			✓	✓						
Workforce Preparation			✓	✓						
Individual Career Services	Perkins/ Strong WF MJC YCCD	Job Corps	Native American Program CA Indian Manpower Consortium, Inc	MSF CVOC	Veterans EDD	Trade Act EDD	Community Action E/T CVOC HFP Five Keys			UI EDD
Comp Assessment			✓	✓	✓	✓				
IEP	✓	✓	✓	✓	✓	✓				
Career Plan/Counsel	✓	✓	✓	✓	✓	✓	✓			
Short-Term Prevoc.	✓	✓	✓	✓	✓	✓	✓			
Internships/Work Experience	✓									
Out-of-Area Job Search	✓	✓	✓	✓	✓	✓	✓			
Financial Literacy										
*Integrated Education Training (ETL), English Language Acquisition (ELA)	✓			✓						
*Workforce Preparation	✓									

Required Consolidated Budget for the Delivery of Applicable Career Services

This budget includes each of the partner’s costs for the service delivery of each applicable career service and a consolidated system budget for career services applicable to more than one partner. This budget includes all costs, including personnel, related to the administration and delivery of those services.

Applicable Career Services	T-I Adult/DW/Youth <i>Stanislaus County Workforce Development</i>	CUSD MCS	T-II AEL			T-III WP EDD	T-IV VR DOR	T-V OAA SER- SCSEP	TANF CSA	Housing SRHA
			LQSLC	TUSD						
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$3,280,874	\$0	\$18,720	\$0	\$0	\$766,861	\$1,835,763	\$11,041	\$26,554,719	\$0
Applicable Career Services	Carl Perkins/ Strong Workforce MJC YCCD	Job Corps	Native American Program CA Indian Manpower Consortium, Inc	MSF CVOC	Veterans EDD	Trade Act EDD	CVOC	Community Action/E/T HFP	Five Keys	UI EDD
Basic Career Services: T-I Eligibility/Initial Assess Outreach, Intake, Orient Labor Exchange/Job Search Referrals/LMI Support Service Info UI Info/Fin Aid Info	\$0	\$0	\$65,311	\$26,845	\$273,858	\$14,157	\$31,155			\$49,599

Applicable Career Services	T-I Adult/DW/You th <i>Stanislaus County Workforce Development</i>	T-II AEL				T-III WP EDD	T-IV VR DOR	T-V OAA SER- SCSEP	TANF CSA	Housing SRHA
		CUSD	LQSLC	TUSD	MCS					
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$ 2,066,513	\$22,810	\$100,000	\$0	\$0	\$135,328	\$7,343,052	\$115,515	\$6,717,000	\$0
Applicable Career Services	Carl Perkins/ Strong Workforce MJC YCCD	Job Corps	Native American Program CA Indian Manpower Consortium, Inc	MSF CVOC	Veterans EDD	Trade Act EDD	CVOC	Community Action/E/T HFP	Five Keys	UI EDD
Individual Career Services: Comp Assessment/IEP Career Plan/Counsel Short-Term Pre-vocational Internship/Work Experience Financial Literacy IET/ELA/WF Prep	\$ 620,000	\$	\$4,891	\$26,845	\$48,280	\$2,498	\$31,155			\$0
Consolidated budget total of career services delivered through the One-Stop system: \$50,162,790										

Partner Agreement to Share Other One-Stop System Costs

The other system costs budget may include any other shared services that are authorized for and commonly provided through the AJCC partner programs to any individual, such as initial intake, assessment of needs, appraisal of basic skills, identification of appropriate services to meet such needs, referrals to other One-Stop partners, and business services. Shared operating costs may also include shared costs related to the Local Board's functions.

As with infrastructure costs, other system costs must be allocable according to the proportion of benefit received by each of the AJCC partner programs, consistent with the partner's authorizing Federal statute and Uniform Guidance. The MOU must also include an agreed upon budget for these other costs along with the agreed upon cost sharing methodology. These costs may be shared through cash, non-cash, or third-party in-kind contributions

All AJCC partners must agree to the other system costs budget. There is no State funding mechanism for other system costs that will be triggered due to lack of agreement at the local level for these costs.

Options for Local Agreement for Partners to Share Other System Costs

- **One-Stop Operator.** This may include the system role of the One-Stop operator (e.g., coordinating service providers across the One-Stop delivery system) when the role is not specific to the operation of the AJCC and/or specific partner programs, so long as the role was defined by the Local Board in the procurement process and agreed to by all AJCC partners in the MOU.

Optional Partner Agreement to Share Other One-Stop System Costs: One-Stop Operator

This may include the system role of the One-Stop operator (e.g., coordinating service providers across the One-Stop delivery system) when the role is not specific to the operation of the AJCC and/or specific partner programs, so long as the role was defined by the Local Board in the procurement process and agreed to by all AJCC partners.

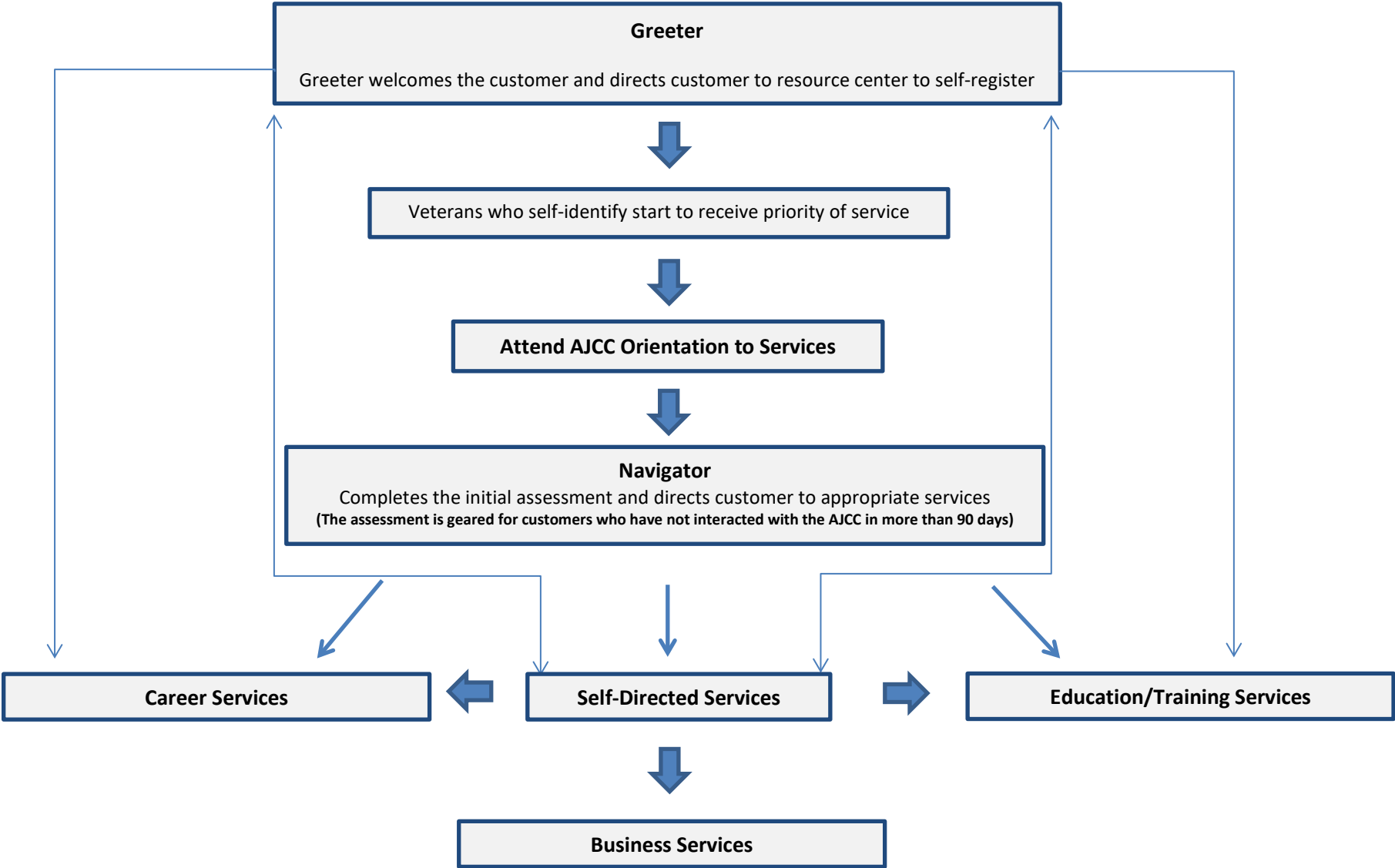
Description of the One-Stop Operator’s System Role Not Specific to Operation of AJCC/s

1. Identify, schedule, and facilitate necessary cross-training opportunities for AJCC partner staff including but not limited to
 - a. CalJOBS, relevant State Directives,
 - b. Partner programs,
 - c. Referral procedures,
 - d. Mutual benefits of the AJCC,
 - e. Aligning programs with State and Local plan,
 - f. Implementation of policies established by Federal and State law and the Workforce Development Board, and
 - g. All other training as deemed necessary by Stanislaus County.
2. One-Stop Operator will be responsible for the content of training provided.
3. Coordinate and implement the continuous improvement plan for the AJCC including an action plan for each goal, convening stakeholders on goals needing their input, and recording progress on goals.
4. Maintain a physical presence in the comprehensive AJCC 1-2 days per month.
5. Gather, compile, and report data from Partner Satisfaction Surveys on a quarterly basis.

One-Stop System Budget: One-Stop System Operator		
Line Item	Budget Detail	Cost
One-Stop Operator	Table 3	\$15,000
Total Budget:		\$ 15,000
Agreed Upon Cost Allocation Methodology to Share These Costs		
Methodology based on Square Footage for space used in Comprehensive One-Stop Center. See Table 3 Cost Estimates.		

Proportionate Share: One-Stop Operator				
Partner	Compute Methodology	Partner Share	Share in Cash	Share in In-Kind
T- I Adult / T-I Dislocated Worker/ T-I Youth	Square Footage-42.41%	\$6,459.36	\$6,459.36	\$
T-II Adult Ed/Literacy	Square Footage- .32%	\$48.65	\$48.65	
T-II Adult Ed/Literacy	Square Footage- .32%	\$48.65	\$48.65	
T-III Wagner-Peyser / Veterans / Trade Act	Square Footage- 54.86%	\$8,228.98	\$8,228.98	
Migrant Seasonal / Community Action	Square Footage- .32%	\$48.65	\$48.65	
Career Tech/Ed				
T-IV Voc Rehab	Square Footage- .46%	\$68.41	\$68.41	
TANF/CalWorks				
T-V OAA (SCSEP)	Square Footage- .32%	\$48.65	\$48.65	
Job Corps	Square Footage- .32%	\$48.65	\$48.65	
Native American				
Housing Authority				
HealthForce Partners	Square Footage- .32%			
Five Keys	Square Footage- .32%			
Total Budget:		\$15,000	\$15,000	\$

INTEGRATED SERVICE CUSTOMER FLOW IN THE AJCC



AJCC SERVICE DELIVERY OVERVIEW

1. PURPOSE

To promote smooth, seamless services for all clients of the America's Job Center of California – Stanislaus County by providing accurate and timely assistance through the development of a service delivery strategy that results in quality service and positive outcomes in the development of a skilled workforce.

2. SCOPE

This service delivery overview will be utilized to dictate the procedures to be executed in order to provide the best possible services and assistance to customers. This overview will ensure and maintain an accurate and seamless execution of everyday duties.

3. RESPONSIBILITIES

- Greeter- Welcomes customers and checks CalJOBS to see if customer is Registered/Enrolled. If customer is not registered, greeter will refer customer to self-register in the resource room. Directs customer to appropriate service.
- Center Managers – Ensures that all personnel involved are knowledgeable of their duties and that all policies are executed as designed.
- Navigator - Completes the initial assessment and directs customer to appropriate program. Initial assessment is geared for customers who have not interacted with the Center in more than 90 days.
- Integrated Case Management Team- Will complete full eligibility and will assess for specific services needed. The team encompasses all partners included in the one-stop agreement.

4. OVERVIEW OF CUSTOMER FLOW AT THE LOCAL CENTERS

- When a customer reports to the local office, the Navigator will greet the customer and conduct an initial assessment. The Navigator will then determine the appropriate functional team to refer.
- No customer should wait over thirty minutes to be seen. Wait time can be ultimately determined by the flow of the office for the day, and the nature of the customers' business.
- Customers will have access to all partner services by staff assisted referral and will be tracked using CalJOBS.
- All mandatory partners/functional teams are represented and/or on-site and will collaborate together to ensure the best possible seamless service.
- Workshops and resources on job readiness and skill development are provided. These may include areas such as computer literacy, networking strategies and interviewing skills.
- Customers have access to high-quality, staff assisted job search.
- Customers are provided information on and assistance with accessing resources, training and education, and information on financial aid.

STANISLAUS COUNTY WORKFORCE PARTNERSHIP

CUSTOMER REFERRAL AND RELEASE OF INFORMATION



Referral Date: _____



REFERRAL TO:

Agency Name: _____ Staff Email: _____

Agency POC: _____ Phone #: _____

Address: _____



REFERRAL FROM:

Agency Name: _____ Phone #: _____

Agency POC: _____ Email: _____

Comments: _____



CUSTOMER INFORMATION:

Name: _____

Mailing Address: _____

Phone #: _____ Email: _____

Preferred Language: _____

Special Needs Accomodation: _____

Referral Reason: _____

Please respond with results of referral and any comments to referring agency contact above: _____



AUTHORIZATION FOR RELEASE OF INFORMATION:

I _____ hereby authorize _____ to discuss and/or
Customer Signature Agency/Organization
release information to assist with the services I might obtain from this referral.

By checking this box, agent confirms client has granted above authorization.



**STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

BOARD AGENDA: 9.D.
AGENDA DATE: March 3, 2025

CONSENT:

SUBJECT:

Approval to Request Authorization from Stanislaus County Board of Supervisors for the Director of Workforce Development, or Designee, to Sign All Workforce Innovation and Opportunity Act-Related Grants, Sub-Grant Agreements, Request for Proposals, Contracts and Any Modifications or Adjustments as Required for Program Year 2025-2026

STAFF RECOMMENDATION:

Approve the request to seek authorization from Stanislaus County Board of Supervisors for the Director of Workforce Development, or designee, to seek requests for proposals and sign all Workforce Innovation and Opportunity Act (WIOA) - related grants, sub-grant agreements, contracts and any modifications or adjustments as required for Program Year 2025-2026.

DISCUSSION:

The Chief Local Elected Official has designated Stanislaus County Workforce Development to be the fiscal agent on behalf of the local workforce development area. Approval of staff recommendations will allow the Director of Workforce Development to enter into and sign contracts to expend the program year 2025-2026 WIOA funds in the general administration of the program. The signatory authority approval will need to be approved by the Stanislaus County Board of Supervisors.

Individual contract amounts for the provision of WIOA services vary. Approval to enter into contracts is being requested from the Stanislaus County Workforce Development Board and will follow the Board of Supervisors, State and Federal approved policies regarding procuring and the reporting of contracts and agreements. These contracts are reported to the Board of Supervisors as part of the proposed and final budget as well as the first, mid-year, and third quarter agenda items. Additionally, the Department enters into contractual agreements with businesses for On-the-Job Training, Incumbent Worker Training and Individual Training Agreements. The Stanislaus County Board of Supervisors has annually authorized signature approval to the Workforce Development Director.

Staff took an Agenda Item to the Board of Supervisors for Fiscal Year 2024-2025 on July 16, 2024. In that Item staff received approval to:

- Negotiate and execute agreements, contracts, modifications, amendments and issue Requests for Proposals to expend WIOA funds and other related workforce training funds up to \$200,000 for each contract with a cumulative amount not to exceed \$10 million.
- In the capacity of Regional Organizer to enter into and sign agreement agreements, contracts, modifications, amendments with government agencies and vendors and issue Requests for Proposals to expend WIOA funds in an amount not to exceed \$4 million.

Approval by the Workforce Development Board will then result in staff taking an Agenda Item to the Stanislaus County Board of Supervisors seeking authorization for the Director to have signing authority for all WIOA contracts under \$200,000. Contracts over \$200,000 will be taken to the Workforce Development Board and Board of Supervisors.

POLICY ISSUE:

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

FISCAL IMPACT:


No fiscal impact is associated with this agenda item.

WORKFORCE DEVELOPMENT BOARD PRIORITY:

The recommended actions are consistent with the Board's priority of *Diverse and Strategic Funding* by attracting and pursuing funds that fosters innovation and aligns with community needs.

STAFFING IMPACT:

Existing staff from the Sheriff's Office and General Services Agency will execute and monitor the agreement.



Doris Foster, Director

**STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

BOARD AGENDA: 10.A.
AGENDA DATE: March 3, 2025

DISCUSSION AND ACTION:

SUBJECT:

Approval of Stanislaus County Workforce Development's Local Plan and San Joaquin Valley and Associated Counties Regional Plan for Program Years 2025-2028.

STAFF RECOMMENDATION:

1. Approve Stanislaus County Workforce Development's Local Plan for Program Years 2025-2028.
2. Approve the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit's (RPU) Regional Plan for Program Years 2025-2028.
3. Authorize the Chair to sign the Local Plan and the Regional Plan for Program Years 2025-2028.

DISCUSSION:

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

Local Plan

State Workforce Services Directive 24-09 provides guidance to the local and regional areas on the mandatory content for the Local and Regional Plans. Attachment 1 is the Department's Local Plan for Program Years 2025-2028. Stanislaus County Workforce Development (SCWD) convened and participated in local forums to solicit input and take into consideration comments from representatives, from business, education, community-based organizations, and community members for increasing program efficacy for the Local Plan. Workforce Development Board (WDB) members, committee

members, community-based organizations, members from the public and America's Job Center of California (AJCC) partners were invited to provide input to the Local Plan. Two forums were held in Stanislaus County, one was conducted in Spanish. Thank you to Workforce Development Board members who attended and participated in the forums.

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

- How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans. (Veterans Services Partners).
- How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

Per the State Directive, there is a 30-day public comment period for the Local Plan. The Department will post the Local Plan notice on its website, at the AJCC, and Resource Centers as well as in the local newspaper. Staff will take both the Local Plan and the Regional Plan at the same time for which is anticipated to begin on March 5, 2025 and end on April 4, 2025. Any public comments for the Local Plan received during the Public Comment period will be attached to the plan upon submission. Any comments received will be shared with the Workforce Development Board.

The Workforce Development Board Chair and the Chief Local Elected Official are required to sign the Local Plan. The Local Plan, along with the Regional Plan, is scheduled to be submitted to the California Workforce Development Board by the deadline date of April 27, 2025.

Regional Plan

Stanislaus County has aligned with regional partners in the Central California Workforce Collaborative on the development and submittal of the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Plan (Attachment 2). Along with Stanislaus County, these regional partners include: Fresno County, Kern/Inyo/Mono Counties, Kings County, Madera County, Merced County, San Joaquin County, and Tulare County. A total of three (3) Regional forums were conducted, two in-person targeting the North and South Sub-Regions of the Central Valley, and one virtual forum targeting the entire region. The forums were conducted by regionally contracted consultant David Shinder, consultant to the Regional Coordinator, to assist in providing feedback and insight toward the regional needs. Attendees included Workforce Development Board members, representatives from business, education, community-based organizations, and community members. The Regional Plan for Program Years 2025-2028 focuses on connecting America's Job Centers of California (AJCC's) services to a regional skills infrastructure that aligns with regional labor market needs; fostering demand-driven skills attainment; enabling upward mobility for all Californians; aligning, coordinating, and integrating programs and services; and focusing on providing program access for all eligible individuals. Additionally, there are extensive analytics regarding the population, economics, and workforce profile for the region.

The Regional Plan is completed and scheduled to be made available for public comment on March 5, 2025 and shared with the Workforce Development Board members to allow for comments. Should any Public Comment disagree with the Regional Plan be received

after the end of public comment period, April 4, 2025, staff will notify the Workforce Development Board of those public comments.

The Regional Plan will be submitted to the State by the April 27, 2025 deadline by Stanislaus County Workforce Development, the Regional Coordinating organization. The Regional Plan does require the signature of the Local Board Chair, but does not require the signature of the Chief Local Elected Official.

Once the Local and Regional Plan are approved by the Workforce Development Board, staff will present both Plans to the Stanislaus County Board of Supervisors for approval and request signature for the Local Plan. Both plans will then be submitted to the State by the April 27, 2025, deadline.

POLICY ISSUE:

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

FISCAL IMPACT:

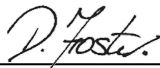
No fiscal impact is associated with this agenda item.

WORKFORCE DEVELOPMENT BOARD PRIORITY:

The recommended actions are consistent with the Board's priorities of being *Data Driven* and *System Alignment and Collective Impact*.

STAFFING IMPACT:

No staffing impact is associated with this agenda item.



Doris Foster, Director

STANISLAUS COUNTY
WORKFORCE DEVELOPMENT BOARD

LOCAL PLAN



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👤 Doris Foster, Director

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✉️ FosterD@stanworkforce.com

2025 - 2028

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STANISLAUS COUNTY
WORKFORCE
DEVELOPMENT

INTRODUCTION

The Stanislaus County Workforce Development Board (SCWDB), as appointed by the Stanislaus County Board of Supervisors (BOS) is the administrator of Workforce Innovation and Opportunity Act (WIOA) funds and services in the local area. Acting as staff to the Board and facilitating these services is Stanislaus County Workforce Development (SCWD). WIOA requires each Local Workforce Development Area (LWDA) to develop and submit a comprehensive four-year plan. This Local Plan term begins on July 1, 2025, and ends on June 30, 2029. Every two years the Plan must be re-evaluated for modification and adjustments based on changing needs for services and economic conditions in the local area.

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

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

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

Local Workforce Development Board Priorities

The Stanislaus County Workforce Development Board has recently established current strategic goals for the purpose of aligning the County's Vision with the Mission of SCWD. Those strategic priorities are defined as:

- **Data Driven:** Be data and results driven in decision making, communication, and thoughtful leadership.
- **Effective Relationships:** Inclusively strengthen and maintain effective relationships across the Workforce Development system, with a focus on the in-demand business community and other workforce partners.
- **Development of a Skilled Workforce:** Collaborate with, and build, a skilled workforce responsive to the needs of the in-demand business community.

- **Outreach & Engagement:** Increase awareness of, and engagement with Stanislaus County Workforce Development throughout the community and among business partners.
- **System Alignment and Collective Impact:** Inform and be informed by broad efforts and initiatives across Stanislaus County that are aligned with the mission.
- **Diverse and Strategic Funding:** Attract and pursue funding that fosters innovation and aligns with community needs.

These priorities will provide SCWDB with a beacon for shaping and strengthening local and regional workforce development efforts.

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

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

PUBLIC COMMENT

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

LOCAL OVERVIEW

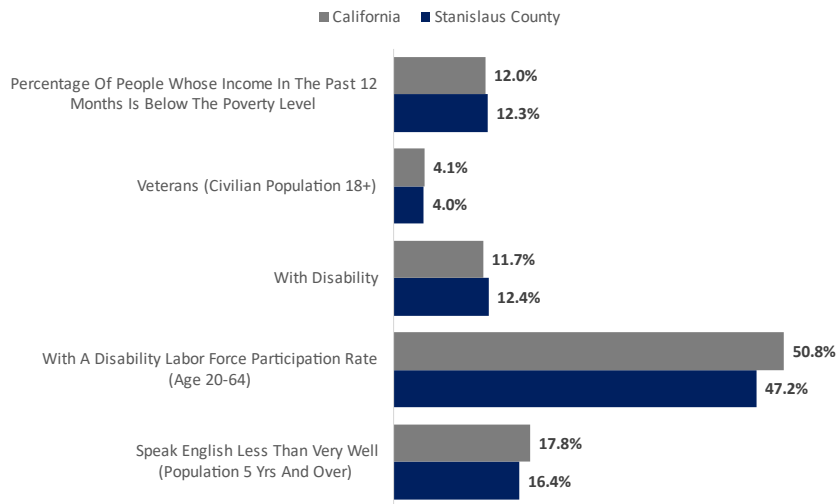
Stanislaus County lies in the heart of the San Joaquin Valley of California, in the center of the State. Stanislaus County, with nine incorporated cities and encompassing 1,515 square miles, has a population of approximately 551,430 residents. The County Seat is Modesto, the largest of the nine incorporated cities which also include Ceres, Hughson, Newman, Oakdale, Patterson, Riverbank, Turlock, and Waterford.

Social Demographics Snapshot

Stanislaus County, in many ways, typifies the character of California as a whole. While there are some notable demographic differences in the local area, as shown in Figure 1, there are many similar characteristics between Stanislaus County residents and California residents as a whole. The most notable statistical differences in Figure 1 are individuals who speak English less than very well, individuals with a disability, and labor force participation rate for individuals with a disability.

The U.S. Census Bureau’s American Community Survey (ACS) collects data on a wide range of topics, including race and ethnicity. In practice, ethnicity (Hispanic/Latino) is grouped with race in some datasets to explore the overlap and differences between people from different racial backgrounds who may share the same cultural or linguistic heritage. Figures using this data will have race and ethnicity grouped together in some instances.

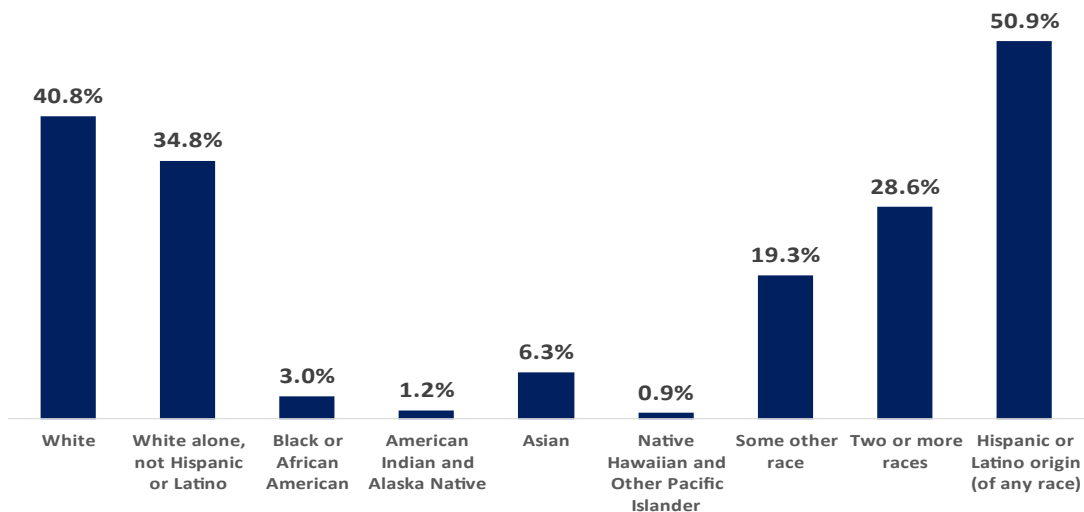
Figure 1. Stanislaus County Social Demographics



Source: ACS 1-Year Estimates 2023.

The largest single race category in Stanislaus County is White (40.8%). Within the County, 50.9% of the overall population identify as Hispanic ethnically. Interestingly, Figure 2 shows 28.6% identify as two or more races, lending credence to the concept of multi-culturalism in Stanislaus County.

Figure 2. Stanislaus County Race and Ethnicity



Source: ACS 1-Year Estimates 2023

Education Snapshot

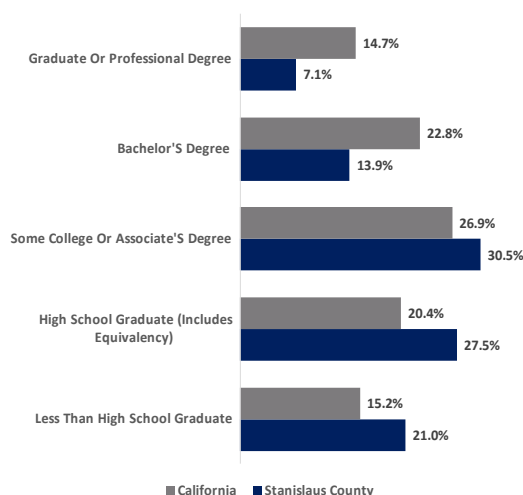
Stanislaus County is home to two publicly funded post-secondary educational campuses. Modesto Junior College (MJC), part of the Yosemite Community College district, is located in the heart of Modesto. MJC is primarily engaged in providing associate degrees and skills certifications, as well as providing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

California State University, Stanislaus is located in Turlock and is the local provider of post-secondary education undergraduate degrees, graduate degrees, and advanced degrees. Widely recognized for its dedicated faculty and high-quality academic programs, the University offers forty-five majors, forty-seven minors and 101 areas of concentration, along with twenty-two master's degree programs, 15 credential programs and a doctorate in educational leadership.

According to the Stanislaus County Office of Education Quick Facts report, the K-12 Education System has twenty-six distinct school districts and one Office of Education, serving an estimated 106,973 students. There are nine Unified school districts, and one High School district, servicing approximately 34,813 Secondary School enrollees (2022-2023 enrollments). SCWD has partnerships with the three largest school districts, Ceres Unified School District, Modesto City Schools, Turlock Unified School District, as well as a cooperative agreements with The Stanislaus County Office of Education.

The educational attainment of Stanislaus County residents is represented in Figure 3. Notably, there are discrepancies in the levels of postgraduate and graduate degrees held by residents of Stanislaus County compared to the overall State of California. The rate of bachelor's degree attainment in Stanislaus County is 61% of the State's rate, while the rate for graduate degree attainment is 48% of the State's rate.

Figure 3. Educational Attainment, Age 25-64



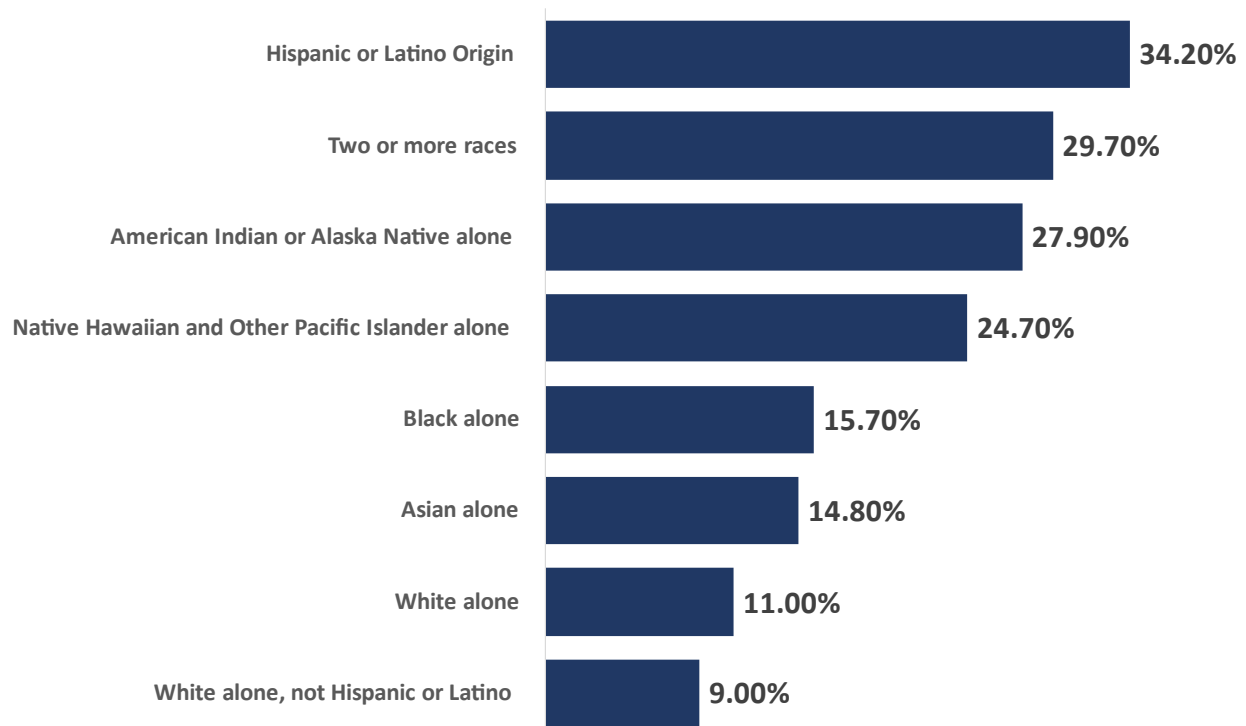
Source: ACS 1-Year Estimates 2023

Education Level by Race in Stanislaus County

In an effort to determine how race and ethnicity impacts educational preparedness, Figures 4, 5, and 6 show the educational levels broken down by Race and Ethnicity. Within each graph, the percentages represent the proportion of individuals in the selected racial and ethnic category who meet the respective educational attainment metric. Using Asian's alone as an example, 14.8% of all Asian's alone are not High School Graduates, 85.2% are at least High School Graduates, and 41.1% have a bachelor's degree or higher.

Figure 4 shows that individuals of Hispanic origin make up the highest individuals without a High School Diploma with 34.2% of Hispanics not completing High School. Figure 4 shows the Educational Breakdown for those that are not High School Graduates.

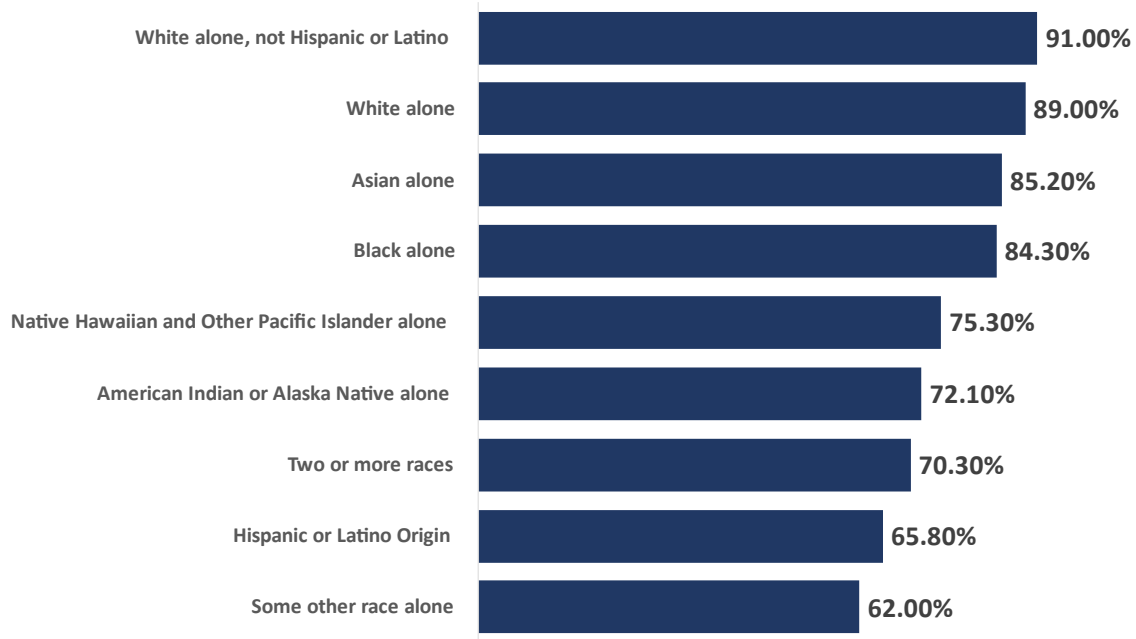
Figure 4. Educational Attainment by Race/Ethnicity: Not High School Graduates



Source: ACS 1-Year Estimates 2023

Figure 5 shows the distribution of individuals getting at least a High School Diploma; these percentages also include those with college degrees. Individuals who are White alone and not Hispanic or Latino make up the highest individuals with at least a High School level of education with 91% of this group being High School Graduates.

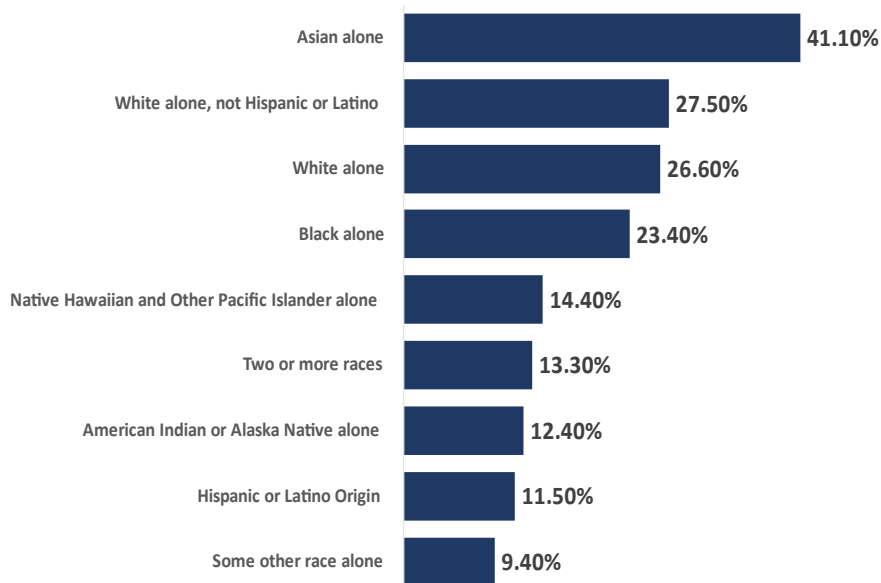
Figure 5. Educational Attainment by Race/Ethnicity: High School Graduate or Higher



Source: ACS 1-Year Estimates 2023

Figure 6 shows the distribution of ethnicity with a college degree. Asians have a significantly higher percentage of college degrees than all other ethnic categories, exceeding the next highest level, White alone (not Hispanic or Latino), by 13.6 percentage points. Individuals identifying as Hispanic have the lowest level percentage, with only 11.5% achieving a college degree. Figure 6 shows there are significantly fewer Hispanics getting a college degree.

Figure 6. Educational Attainment by Race/Ethnicity: Bachelor’s Degree or Higher

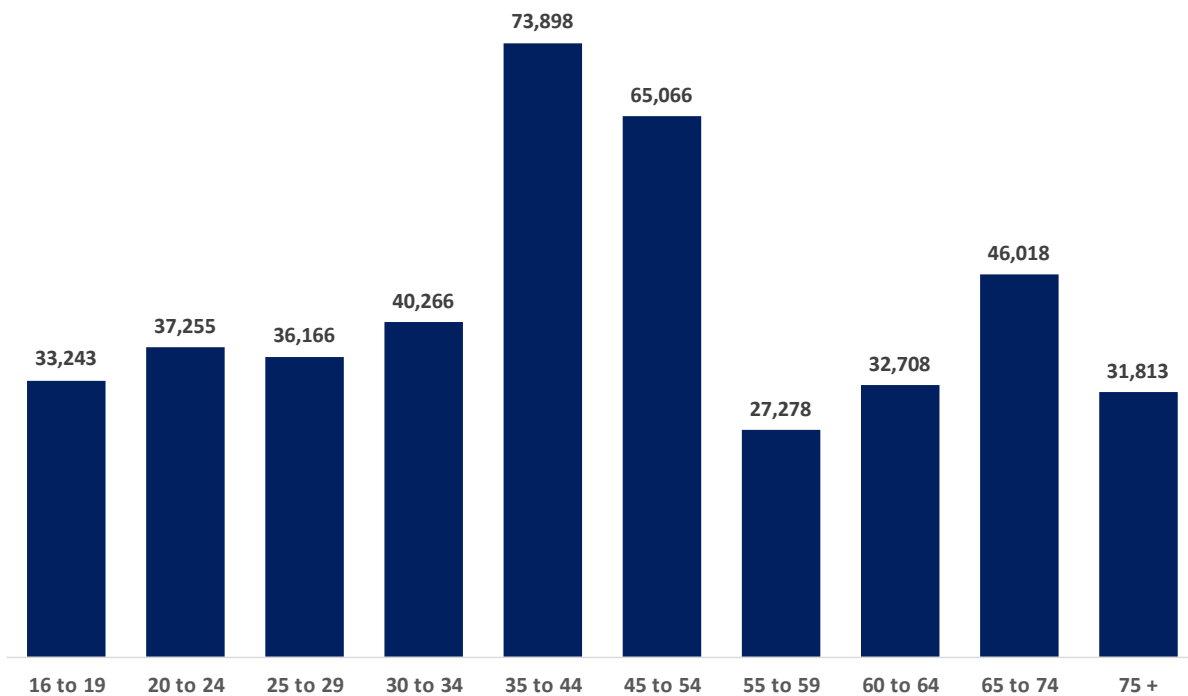


Source: ACS 1-Year Estimates 2023

Workforce Snapshot

Stanislaus County's workforce population has a reasonable distribution in terms of age, as shown in Figure 7. The segment of the population ages 25-59 account for 57.3% of the overall workforce, while youth workers age 16-24 represent the smallest percentage of working age individuals at 16.6% of the working age population. Workers in the 60+ age ranges account for 26.1% of the working population, about 9.5 percentage points higher than the youth workers. The workforce percentages for these age groups has not significantly changed from pre-pandemic comparable percentages

Figure 7. Stanislaus County Working Age Population by Age Group

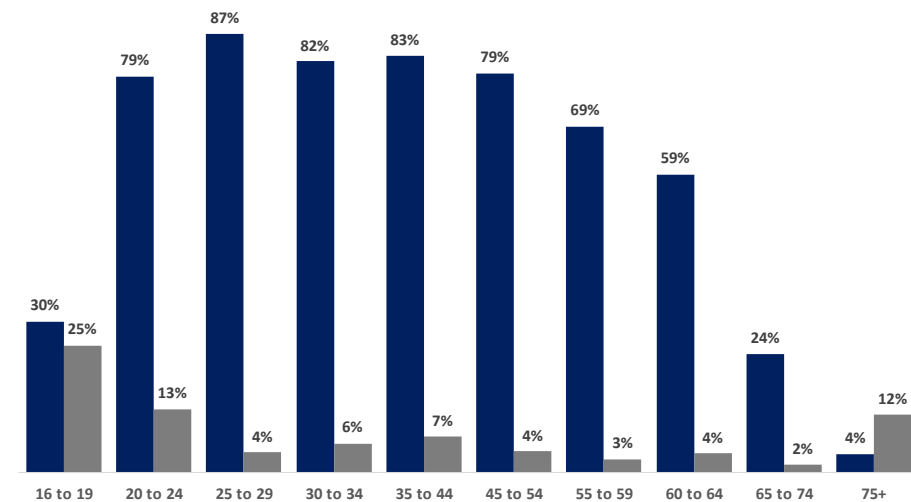


Source: ACS 1-Year Estimates 2023 (Population 16 years and over is 423,711)

The labor force participation rates and unemployment rates in Figure 8 show the youth section of the labor spectrum is having difficulty entering the workforce. Only 30% of youth from 16-19 participate in the labor force, and the unemployment rate is a staggering 25%. In contrast, 59% of 60–64-year-olds are still participating in the workforce, and have an unemployment rate of only 4%.

75+ year olds hold a smaller participation rate, but the unemployment rate for this worker category is still half the unemployment rate of 16-19-year-olds. The highest labor participation rates are predictably in the 25- to 59-year-old categories, considered to be the prime working age, with the highest labor force participation rate being 25- to 29-year-olds.

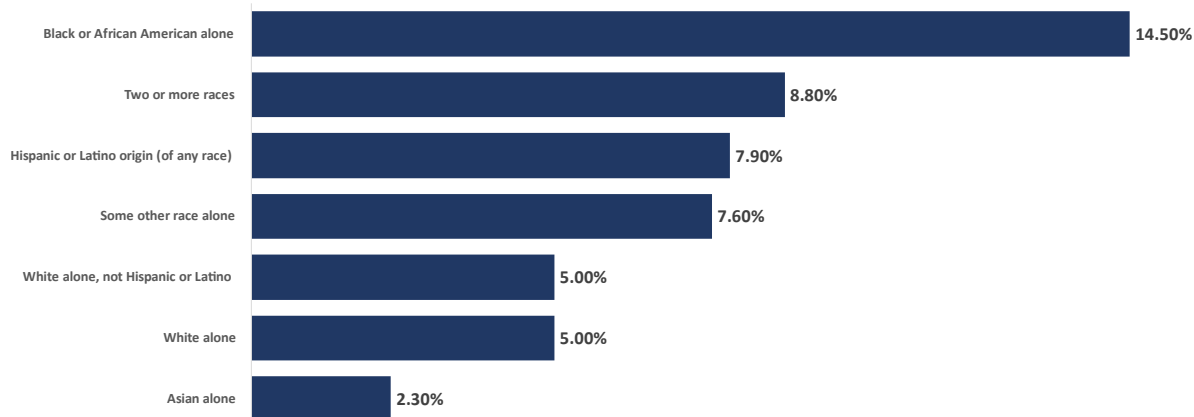
Figure 8. Stanislaus County Labor Force Participation and Unemployment by Age Group



Source: ACS 1-Year Estimates 2023.

Figure 9 shows race and ethnicity in relationship with the unemployment rate in Stanislaus County. The highest level of unemployed individuals identify as Black or African American alone (14.5%), followed by individuals who identify as two or more races (8.8%), then Individuals who identify as Hispanic or Latino origin at 7.9%. The top category is significantly higher than the other categories.

Figure 9. Unemployment Rate by Race/Ethnicity



Source: ACS 1-Year Estimates 2023 Data Note: “American Indian and Alaska Native alone” and “Native Hawaiian and Other Pacific Islander alone” data is not available for the region because the number of sample cases is too small

Industry Sector Snapshot

Industries with existing demand in Stanislaus County are similar to those of the San Joaquin Valley Regional Planning Unit (SJVRPU). Many factors are considered when determining the Industry Sectors which should be the focus of the Local Workforce Development Area. Factors may include growth, potential future emerging occupations, past and future commitments for development made by the County and its component

cities, make-up of current employment in the industry sector, and Location Quotient (LQ) which is a measure of industry concentration in comparison to the nation (1.00 indicates the region has the same concentration of an industry as the nation). The Stanislaus County Workforce Development Board has identified Healthcare and Social Assistance, Transportation and Warehousing, Agriculture, Manufacturing and Construction as targets for development of industry sectors. The Workforce Development Board annually reviews and approves the targeted sectors.

- Healthcare and Social Assistance is one of the largest employment sectors in the county and will likely continue that trend based on historical growth and a projected growth of 10%. The expanding need for healthcare services is being driven by demographics, an aging population across the region, and a large expansion of access to healthcare insurance beginning in 2014 with the Affordable Care Act. Health Care and Social Assistance account for 16.27% of the total employment in Stanislaus County.
- Transportation and Warehousing, while encompassing a smaller share of the workforce (5.45%), is projected to grow by 13% over the next five years and has a high concentration of workers compared to national trends. The growth in this sector is likely driven by the expansion of online shopping in the past decade.
- Agriculture accounts for 6.26% of employment and Stanislaus County has five-times the number of workers compared to the national average (LQ = 5.37). This is likely due to San Joaquin Valley being one of the leading agricultural production regions in the world. The low growth in agriculture can be attributed to automation and technological advances that reduce the number of workers needed as well as geographic limitations on expansion of current agricultural output. Despite the low growth, the seasonality of agriculture employment combined with outsized portion of total employment and LQ indicates that there is employment demand.
- Data from the Manufacturing industry suggests demand for workers, with a growth rate of 6% locally. While manufacturing does account for 10.98% of the jobs in Stanislaus County, these are largely in the agricultural food processing subsectors. Additionally, the LQ is better than the national average, and shows signs of increasing.
- Construction, while it represents only 6.07% of employment, shows moderate signs of growth with a 3% projected gain in new jobs from 2023 to 2028. Additionally, Stanislaus County through the Stanislaus 2030 report has identified a need for greater growth due to its high employment of traded sector occupations. While higher earnings are not normally associated with Construction, the average earnings are \$79,812, the 4th highest depicted in Figure 10.

Figure 10 below lists the industries with the highest employment demand. In Stanislaus County, Healthcare and Social Assistance is the industry with the highest percent employment and total projected job growth, while also maintaining a 1.25 concentration of sector employment (also referred to as location quotient or LQ).

Over the 2020 to 2030 period, the fastest growing occupational group in Stanislaus County is Food Preparation and Serving Related Occupations with a +37.7% rate of growth. The strongest forecast by number of jobs over this period is expected for Food Preparation and Serving Related Occupations (+5,410 jobs) and Transportation and

Material Moving Occupations (+4,400 jobs). Occupations within these groups can be considered promising career paths with the potential to lead to higher-paying occupations as experience increases.

Figure 10. Stanislaus County Top 10 Industries with Existing Employment Demands, 2023

NAICS	Description	2023 % of Total Employment	2023 Jobs	2028 Jobs	2023 - 2028 Change	2023 - 2028 % Change	2023 Location Quotient*	Avg. Earnings
62	Health Care and Social Assistance	16.27%	35,723	39,427	3,704	10%	1.25	\$89,055
90	Government	14.73%	32,333	34,492	2,159	7%	1.03	\$94,961
31	Manufacturing	10.98%	24,112	25,566	1,453	6%	1.43	\$89,244
44	Retail Trade	10.96%	24,055	24,148	94	0%	1.16	\$48,524
72	Accommodation and Food Services	9.06%	19,894	21,722	1,828	9%	1.09	\$31,909
11	Agriculture, Forestry, Fishing and Hunting	6.26%	13,754	12,739	-1015	-7%	5.37	\$64,886
23	Construction	6.07%	13,334	13,732	399	3%	1.05	\$79,812
48	Transportation and Warehousing	5.45%	11,965	13,564	1,599	13%	1.26	\$77,400
81	Other Services (except Public Administration)	4.38%	9,624	9,600	(24)	(0%)	0.89	\$41,967
56	Administrative and Support and Waste Management and Remediation Services	4.37%	9,601	9,490	(112)	(1%)	0.73	\$51,223

Source: Lightcast Industry Table (Q4 2024 Data Set). Ranked by 2023 % of Total Employment. Proportion of total employment is calculated out of total of 219,571 employed in Stanislaus County.

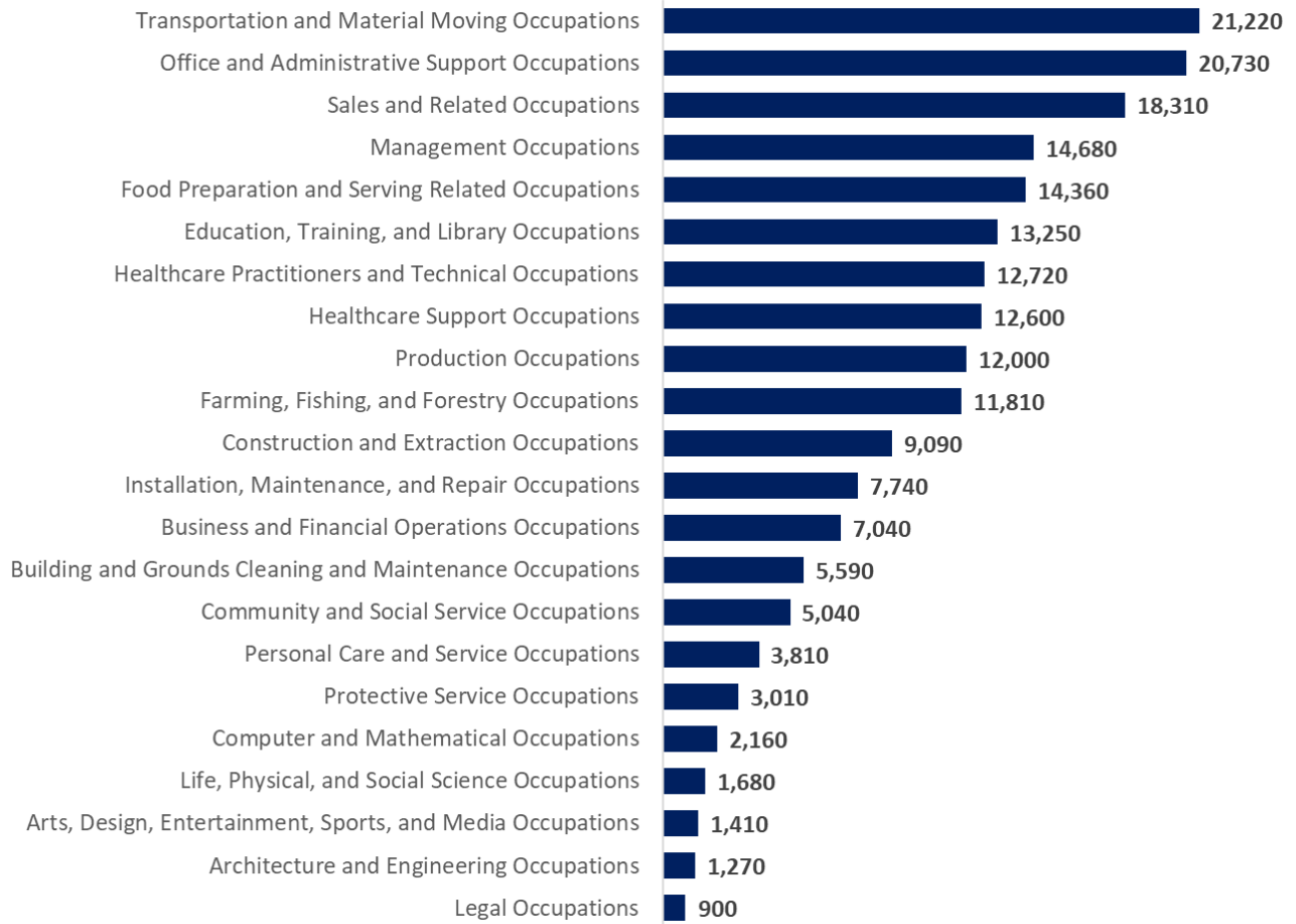
* Location Quotient (LQ) is a measurement of concentration in comparison to the nation. An LQ of 1.00 indicates a region has the same concentration of an industry (or occupation) as the nation. An LQ of 2.00 would mean the region has twice the expected employment compared to the nation and an LQ of 0.50 would mean the region has half the expected employment in comparison to the nation.

Occupational Snapshot

According to statistics supplied by Lightcast in Figure 11, the largest major occupation group in Stanislaus County is Transportation and Material Moving Occupations (21,220 workers), followed by Office and Administrative Support Occupations (20,730 workers), then Sales and Related Occupations (18,310 workers). Some occupations represented

in this graph may be used in multiple industries. As an example, Office and Administrative Support Occupations exist in Health Care industry sector, as well as the Construction sector and Manufacturing sector. Additionally, Business and Financial Operations occupations exist in all industry sectors.

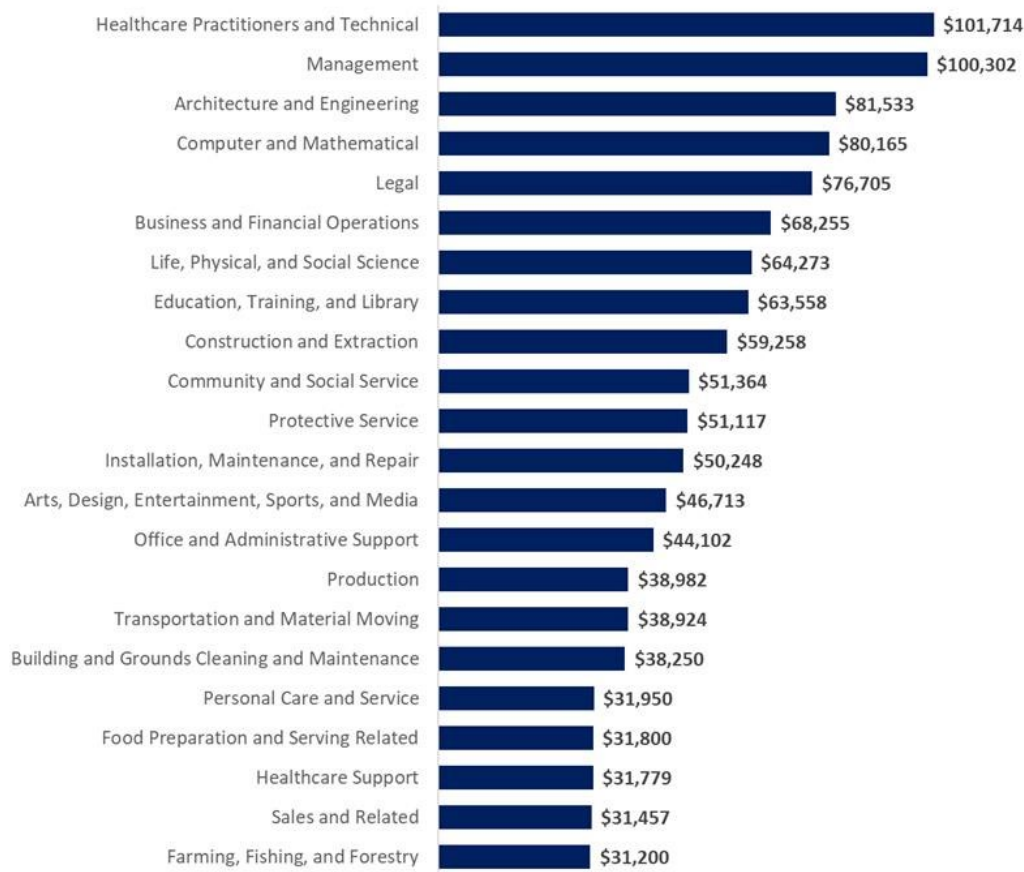
Figure 11. Stanislaus County, Overall Occupational Employment by Job Category, 2023



Source: ACS 1-Year Estimates 2023

Occupational groups in Stanislaus County with the highest average wages per worker are as noted in Figure 12, Healthcare Practitioners and Technical Occupations (\$101,714), Management Occupations (\$100,302), and Architectural and Engineering Occupations (\$81,533).

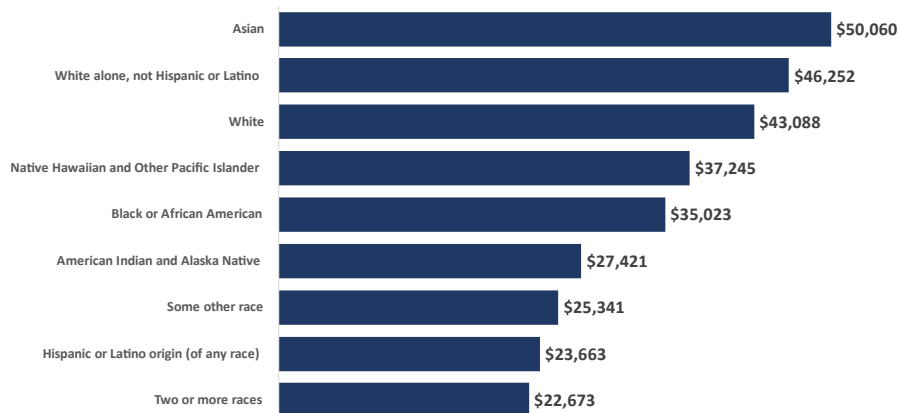
Figure 12. Median Annual Wages by Occupational Category



Source: EDD LMI 2023

When Race and Ethnicity are considered, the average annual income depicts a significant differential between the highest earners, Asians at \$50,060 versus Two or More Races at \$22,673. This represents a 45.3% reduction from the average Asian income.

Figure 13. Average Income by Race/Ethnicity



Source: ACS 1-Year Estimates 2023

WIOA / AJCC CORE AND REQUIRED PROGRAM PARTNER COORDINATION

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

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

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

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

WIOA Title II Adult Education and Literacy

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

WIOA Title III Wagner-Peyser and Unemployment Insurance

SCWDB coordinates with employment services established under WIOA Title III, maximizes coordination, and avoids duplication of Wagner-Peyser Act services. Wagner-Peyser services are delivered through the local AJCC by coordination between SCWDB and the State of California Employment Development Department. SCWD staff and EDD

are co-located and regularly collaborate to coordinate the delivery of services and address issues. This coordination allows SCWDB and EDD to jointly serve WIOA and Wagner Peyser participants enrolled in the Trade Adjustment Assistance program and Veteran Services. Both workforce staff and EDD partners use the CalJOBS system when meeting with clients to verify participant registration and data to avoid duplication of services. The CalJOBS system is also used to enhance communication and the sharing of participant data to partner services funded by WIOA. CalJOBS allows the workforce system to move clients through the AJCC system utilizing a common set of career services designed to increase employability and job retention.

Vocational Rehabilitation and WIOA Title IV

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

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

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

- DOR: Counseling and Guidance, Self-Advocacy, Career Exploration, Work Experience, Customized Employment, Employment Services.
- Local Education Agencies: Transition Planning, Individual Education Plan (IEP), WorkAbility I, Adult Transition Program, Transition Partnership Programs, California Career Innovations.
- Community Partner Agencies: Employment Preparation, Job Placement, Job Coaching, Personal Vocational Social Adjustment, External Situational Assessment, Work Experience. DOR is represented on the Stanislaus County Workforce Development Board and regularly participates in the AJCC monthly co-located partner, and the quarterly AJCC partnership meetings.

The AJCC Partnership and System Coordination

How the Local Board and AJCC Partners will coordinate the services and resources identified in their MOUs.

The AJCC system provides an opportunity to connect clients with the full range of services available in their communities. Each organization that participates in the AJCC system

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

The partners meet monthly to discuss co-enrollment, streamlining processes, and available services and resources through the AJCC. All partner agencies are dedicated to developing an educated, skilled workforce that strengthens business and contributes to overall economic success. It is with this primary focus that SCWD strives for effective coordination of all services with the partnership. The following table shows current partners in the MOU and the roles that they represent.

Organization	Represents	Co-located
Stanislaus County Workforce Development	WIOA Title I	Yes
Ceres Unified School District	WIOA Title II-Adult Education and Literacy	Yes
Modesto City Schools	WIOA Title II-Adult Education and Literacy	No
Turlock Unified School District	WIOA Title II-Adult Education and Literacy	No
Yosemite Community College District	WIOA Title II-Adult Education and Literacy / Carl Perkins Career Tech. Ed	No
Learning Quest Stanislaus Literacy Centers	WIOA Title II-Adult Education and Literacy	Yes
Employment Development Department (EDD)	WIOA Title III-Wagner Peyser/ Unemployment Ins. / Trade Adjustment Act/ Veterans Service	Yes
California State Department of Vocational Rehabilitation	WIOA Title IV- Vocational Rehabilitation	Yes
SER-Jobs for Progress, Inc. Senior Community Service	Title V - Older Americans Title V	Yes
Job Corp	WIOA Title I-Job Corp	Yes
California Indian Manpower Consortium, Inc.	WIOA Section 166- Native American Programs / Comm. Services Block Grant	No
Central Valley Opportunity Center	WIOA Section 167- Migrant Seasonal Farmworkers	Yes
Housing Authority of Stanislaus County	Housing and Urban Development	No
Stanislaus County Community Services Agency	Temporary Assistance to Needy Families / CalWORKS/ CalFRESH Employment and Training	No

SCWDB and AJCC partners ensure the continuous improvement of eligible providers through the system and that such providers meet the employment needs of local employers, workers, and job seekers. Other representative organizations may join this

MOU, and while there is no Youth Build in the local area, options for inclusion of these types of programs are available should these programs exist in the future. SCWD has an active Justice-involved Re-Entry program and works with Stanislaus County Probation and other justice-involved population service providers for co-enrollments. The SCWDB strives to create an integrated, client-centered, and seamless workforce system for employers and jobseekers. Through ongoing collaboration, the SCWDB is striving to develop consistent service definitions, business practices, and efficiencies that will allow for improvement of the client experience for both business and jobseeker clients.

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

SCWD and AJCC partners work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 (PDF), Strategic Co-Enrollment – Unified Plan Partners. In support of common case management and co-enrollment strategies, all Title I and Title III partners use the CalJOBS system as the primary tool for capturing WIOA intake and case management information. This system accurately tracks co-enrolled activities and includes at a minimum, projected start and end dates, details regarding service outcomes, identifies coordinated services and the responsibilities of the partners associated with the co-enrolled services. Inter-partner referrals are currently being processed by use of the AJCC Partnership Referral Form, which has streamlined the process of communicating pertinent client information to all parties involved. An electronic format is still under consideration by the partnership.

Additionally, SCWD and the Stanislaus County Community Services Agency co-enroll Welfare-to-Work clients to increase program efficacy. SCWD developed a new approach to co-enroll with Welfare-to-Work entitled Access to Employment. This new approach seeks to braid the funding from Welfare-to-Work and WIOA, to create a seamless delivery of services to both WIOA and Welfare-to-Work clients. Access to Employment provides a pathway that can be tailored to the participants' specific needs and skillset. The roadmap includes assessing the individual for eligibility and employability, preparing them for employment, and developing both foundational and hard skills.

The co-enrollment approach gives Welfare-to-Work qualified individuals the ability to access the full array of services in order to assist them in finding and maintaining successful employment. The ultimate goal is for individuals, regardless of the funding source used to provide services, to become self-sufficient. This can include, but is not limited to, enrollment in activities such as On-the-Job training, Occupational Skills Training, or Paid Internships/ Work Experience.

Modesto Junior College and SCWD often collaborate on special projects that promote co-enrollment to increase the occupational skills of shared clients. SCWD continues collaboration with the AJCC partners to develop best practices in communicating, tracking, and case managing of shared clients that will ensure that all services are being coordinated and not duplicated.

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

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

SCWDB and AJCC partners facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means. The SCWDB currently has one comprehensive AJCC. The SCWD website includes all AJCC partner website links with contact information. To increase access to services, the website is continually updated to promote AJCC services and programs.

The use of social media pages (e.g., Facebook and LinkedIn) provides a broad and inclusive communication avenue for job posting, AJCC events, and services. AJCC partners are available to answer client information via phone and email.

SCWD has physical presence in all areas of the County by providing offices in Turlock, Patterson, and Oakdale. These remote job centers serve clients in rural and outlying areas of the County and allow them access to all partner agencies and services.

In addition, SCWD has accelerated the use of technology by incorporating career-counseling sessions via Microsoft Teams, e-mail communication, and the use of self-service kiosks in the comprehensive AJCC. The COVID-19 crisis necessitated the development of virtual orientations and has alleviated the need for clients in outlying areas to travel for access to services. SCWD is using the CalJOBS WIOA Pre-Application, which streamlines the eligibility process as well as allowing uploading and confidential messaging for sensitive documents.

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

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

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

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

The SCWDB will continue to encourage and facilitate the relationships between businesses and educational partners to assist in the development of career pathways. Career pathways are understood to provide substantive planning direction for WIOA. The SCWD staff continue to encourage the local educational community to work with business to better understand the workforce development needs of the local population and how to best address those needs going forward.

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

SCWDB and AJCC partners must comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. The comprehensive AJCC is located in the Modesto EDD office, which is ADA compliant, providing ease of access to all persons with physical disabilities. The AJCC provides outreach materials and the website provides contact information for clients to request accommodations to access services. SCWD has contracted with a sign language translation service for presentations and makes that service available for individual appointments. Specialized appointments are available for Spanish speakers, and for requested language needs other than Spanish (e.g., Farsi and Assyrian). The AJCC staff has collaborated with the Department of Rehabilitation (DOR) to leverage their expertise and resources, to brainstorm accommodations and encourage co-enrollment of clients with specific needs.

To assist clients who have visual impairments, AJCC computers can enlarge the font for easier viewing, as well as setting option for text reading based on the needs of the individual. The AJCC has a workstation specifically designed to accommodate people with disabilities. This workstation has specialized computer software by Fusion, which provides for the needs of both the hearing and visually impaired. Additionally, AJCC staff

have collaborated with EDD staff to provide accommodations as needed, such as assistance with reading information to clients with visual impairments or assisting with basic data entry for clients with disabilities.

In accordance with WIOA Section 188, SCWD and the AJCC partners are committed to providing equal access to all clients to an environment free from discrimination. SCWD provides access to a workforce professional acting as an Equal Opportunity Officer and has posted signs in the AJCC advising clients of procedures they may follow including who to contact if they feel they have experienced discrimination or discriminatory activities within the AJCC. Additionally, staff in the AJCC and those providing Career Services attend trainings designed to promote cultural and ethnic understanding, which foster the ideology of inclusion. Regional trainings have focused on specific needs of Justice-involved individuals, Trauma Awareness and Trauma Informed service provision, Trauma Informed Systems Change, Cultural Intelligence, Race/Equity/Inclusion and Cultural Bias. SCWD is committed to nondiscrimination, compliance with WIOA Section 188, and the ADA in every aspect of operations and programs, as stated in the Regional Equity Statement of the San Joaquin Valley and Associated Counties Regional Planning Unit.

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

STATE STRATEGIC PARTNER COORDINATION

The Stanislaus County Workforce Development Board (SCWDB) is continuing to grow the strategic partnerships established under the previous Local Plan modification guidance. Within the SCWDB two-year modification of the PY 2021-2025 Local Plan, SCWDB endeavored to establish new partnerships with strategic partners included in the State Plan. Progress made by SCWDB in these partnerships since the modifications were complete as well as SCWDB's plan to continue the partnerships over the next four years are clarified in this section of the Local Plan.

CalFresh Employment and Training (CFET)

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

SCWDB coordinates with the Stanislaus County Community Services Agency (CSA) and other local CalFresh Employment & Training partners such as community-based organizations (CBO) and community colleges to serve local CalFresh populations. Stanislaus County Workforce Development met with CSA's CalFresh Employment and Training (CFET) representatives to discuss their inter-agency relationship. Administrators

of the Stanislaus County Community Services Agency's CFET program have advised SCWD that the CFET program is limited to a 90-day duration, and because of funding levels there is one case manager assigned to the CFET program. At enrollment, the participant completes a work-readiness workshop and begins their job search activities. Staff may place a nominal number of participants on work experience sites and assist participants in job search activities. CFET clients are made aware of the services Workforce Development can provide to market their skills to the employer community. SCWD is co-located in CSA's buildings in Turlock, Oakdale, and Patterson for greater accessibility for CalFresh clients to access SCWD's services.

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

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

SCWD will case manage the CFET referrals through WIOA funded career management services and assist the client with their job search activities. The activities will be on a one-on-one basis, and include intensive services, assistance with identifying employers in need of their skills, and identification of cross-functional careers that utilize their transferrable skills. In cases where the skill level of enrollees does not match that needed by local employers, participants will be given vocational assessments to determine their skill level and given career guidance. Where vocational training or upskilling is warranted, the co-enrolled clients will be able to access WIOA funded training to assist them in attaining the skills necessary to reenter the workforce. Training may include On-The-Job Training or vocational training with an approved Eligible Training Provider List vendor, Modesto Junior College, Pre-Apprenticeships or other training opportunities that meet the local industry sector pathway goals.

When a CFET client has completed the workshops, vocational training or On-the-Job Training, and is ready to accept unsubsidized employment, the case manager will assist them with finding appropriate opportunities in the local labor market. Placement assistance would include referrals to employers and assisting the enrollees with support systems that would enable the participant to become more marketable to employers. This

will include supportive services in the form of interview and/or work clothing appropriate for the types of jobs that the participant is seeking. Community-based organizations such as Center for Human Services, AspiraNet, Central Valley Opportunity Center and others may be leveraged for wrap around supportive services such as mental health assistance, housing, utility assistance, drug and/ or alcohol dependency issues, etc.

SCWD also participated in the first cohort of the National Association of Workforce Boards (NAWB) SNAP Employment and Training Community of Practice. This year-long workgroup shared experiences of the nationwide SNAP E&T program, as well as exploring the various levels of partnership with human services organizations both at the state and local level. Through this community of practice, SCWD learned that the varied involvement of Workforce Boards is driven by the administration of SNAP programs in various states, and how the California CAL-Fresh program administration affects the Workforce Board's ability to integrate program services.

Coordinating Services to Non-Custodial Parents

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

SCWDB partners with Stanislaus County Department of Child Support Services and partner CBOs to serve the local non-custodial parent population. SCWDB currently has an agreement in place with Stanislaus County Department of Child Support Services to serve non-custodial parents (NCP's).

SCWD has a dedicated Case Manager who assists non-custodial parents to prepare for and re-enter the workforce. Many of these individuals are ready to return to work but lack fundamental job-seeking skills and are in need of coaching, identification of marketable skills and interviewing techniques to assist them in re-entering the workforce.

SCWD case manages the NCP's through WIOA co-enrollment funded career management services and assist the client with their job search activities. The activities are on a one-on-one basis, and include intensive services, assistance with identifying employers in need of their skills, and identification of cross-functional careers that utilize their transferable skills. Where vocational training or skills upgrading is warranted, the non-custodial parents may access WIOA funded training to assist them in attaining the necessary skills. Additional education and/or training may also be provided through local training providers, as appropriate and deemed necessary by the case managers, especially regarding offerings that promote sector pathways strategies and are focused on in-demand industries. Training may include On-The-Job Training or vocational training with an approved Eligible Training Provider List vendor to assist the NCP in obtaining careers focused on providing a livable wage and the ability to meet their child support requirements.

Support for Intellectual and Developmental Disabilities and Competitive Integrated Employment

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

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

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

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

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

SCWDB supports this Local Partnership Agreement and encourages the partnership to develop stronger ties to the America's Job Center of California system for the development of more CIE sites.

SCWD staff have attended DOR trainings as part of an on-going effort to educate staff regarding the DOR policies, procedures and eligibility criteria. The trainings are part of a cooperative education component in association with DOR, California Workforce Association and the California Workforce Development Board. DOR is represented on the Stanislaus County Workforce Development Board and is co-located in the comprehensive AJCC one-stop center in Stanislaus County.

Services to individuals with disabilities continues to be a priority for WIOA funded programs, and SCWD plans on continuing to assist all partners in integrating services whenever possible. In an effort to increase outreach and inclusion to individuals with a disability. SCWD is exploring avenues to assist fledgling organizations such as Enrich and Employ, a local non-profit community-based organization, to increase program capacity and extend opportunities to the disabled community. SCWD contracts with Enrich and Employ to provide vocational training opportunities for people with disabilities that will lead to skills acquisition, good work habits, paid work experience, job placement, and 1 year of follow-up in a retail food service environment.

Inclusion of English Language Learners and Foreign Born / Refugee Services

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

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

SCWD provides Spanish orientations, WorkKeys assessments, resume workshops and CalJOBS navigation workshops to Spanish speakers. Public communications, including event announcements, are published in both English and Spanish. SCWD staff have been fostering relationships with service groups including the Stanislaus Latino Chamber of Commerce, and Stanislaus Literacy Center – Learning Quest to increase awareness of WIOA programs to additional ELLs in the Stanislaus County area, including underrepresented business. Linkages are planned with adult education providers to coordinate services to address the basic skills needs of ELL individuals in the WIOA programs. SCWD is partnering with Ceres Adult School for co-enrollment of ELLs with

activities that are tied to obtaining work skills while participants are on the Adult Education track.

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

Under the Stanislaus County Community Services Agency's Welfare-to-Work program, SCWD manages contractual relationships with sub-recipient Community Based Organizations (CBOs) that provide services to the refugee population in Stanislaus County. Workforce Development and Stanislaus County Community Services Agency staff work with CBOs such as Central Valley Opportunity Center, AspiraNet, Center for Human Services, and Sierra Vista Child and Family Services to provide a wide range of services including Vocational English as a Second Language, job search skills, labor market information, job search and retention workshops. Community Services Agency staff develop the employment services plans for this population in coordination with SCWD and the CBO providing the services.

SCWD has been and continues to explore additional grant resources to assist refugees that are entering Stanislaus County as first-time immigrants. Recent arrivals of Afghan and Ukrainian refugees have created opportunities for additional services to new immigrants. The process of integrating into the local economy is difficult, and options for immigrants increase significantly if language barriers are addressed, and acculturation training is provided to new immigrants. In an effort to reach a broader audience, SCWD has recently added a tool for easy translation of the website into multiple languages. Moving forward, SCWD is researching and developing opportunities to address barriers for the immigrant population.

Services to Veterans

How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

SCWD collaborates closely with the local EDD office, the County Veterans Services office, and the VA to coordinate and provide individualized services to Stanislaus County veterans. SCWD assures that veterans and eligible spouses are given Priority of Service in accordance with the EDD Directive (WSD 24-15). SCWD staff make regular visits to veteran partner offices to meet individually with vets and attend veteran-focused meetings. Local veteran agencies refer interested veterans to the AJCC for employment services where Priority of Service begins with the first visit and continues through available services - from employment preparation, training, employment, and follow-up.

Veterans also are offered specialized assistance from specially trained staff in obtaining and navigating the way through various community-based organizations to obtain services, benefits, and documentation including DD214s, VA benefits, Unemployment Benefits, and access to their GI Bill. In addition, SCWD has a job center located at the Veteran's Center that is staffed by appointment and is always available to veterans for self-service activities. SCWD plans to continue to coordinate with local veterans' agencies to provide local veterans with employment and training services.

Environmental Sustainability

How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

Stanislaus County is part of the North San Joaquin Valley THRIVE Strategic Plan which outlines the area's goals and aspirations for a sustainable and inclusive future for San Joaquin, Stanislaus, and Merced Counties. The Plan outlines four priority sectors: Advanced Manufacturing, Clean Energy, Carbon Management, and the Circular Bioeconomy that are identified as pivotal in transitioning the area toward a more sustainable, high-value, and equitable economy that will meet challenges such as climate change, localization of supply chains, and increasing economic resilience.

Advanced Manufacturing: The North San Joaquin Valley (NSJV) is historically rooted in food processing and logistics and is the current manufacturing sector in the area is expanding into higher-value activities. The plan identifies key industries such as building materials, mobility technologies, and measurement and testing products as critical subsectors that not only offer higher wages and more resilient career pathways but also align with the broader goal of reducing the region's environmental footprint.

Clean Energy: Clean Energy is the broad portion of the energy that does not use fossil fuels. The region's abundant sunlight, available land, and existing infrastructure make it an ideal location for large-scale renewable energy projects which uniquely positions the area to become a hub for clean energy innovation, particularly in solar energy, green hydrogen, and biofuels. By developing this sector, the NSJV can not only create significant job opportunities in energy efficiency, renewable energy generation, and the manufacturing of energy-efficient products but will have the added benefit of improving local air quality, reducing greenhouse gas emissions, and ensuring that the benefits of clean energy development are equitably distributed among its residents.

Carbon Management: There is enormous growth potential and increasing demand for carbon capture and sequestration technologies and the NSJV's geological features offer the capacity for underground carbon storage and the potential for increasing carbon management projects. With the expected creation of high-quality jobs, many of which can leverage the existing skills of the region's workforce, the strategic development of carbon management infrastructure will not only contribute to global climate goals but also position the NSJV as a leader in this emerging field.

The Circular Bioeconomy: Bio industrial manufacturing and the broader circular bioeconomy is a forward-looking sector that is transforming waste streams from biomass (such as agricultural and forestry residues, municipal solid waste, and food processing byproducts) into valuable bioproducts such as fuels, plastics, chemicals, solvents, fabrics, polymers, food additives, alternative proteins. By supporting the growth of this sector, the region can reduce waste, lower greenhouse gas emissions, create new economic opportunities, develop a robust talent pipeline, and ensure that the growth of the bioeconomy is inclusive and benefits local communities.

Moving forward, Stanislaus County will be an active participant with the NSJV and will seek out opportunities involving the four priority sectors of Advanced Manufacturing, Clean Energy, Carbon Management, and Circular Bioeconomy. The region is poised to not only drive economic growth and improve local environmental conditions but also address critical challenges like climate change, supply chain disruptions, and environmental sustainability while creating a sustainable, inclusive, and resilient future. SCWD is currently working closely with local companies to fill job openings in the biofuel and Circular Bioeconomy industries (Caribou Biofuels and Divert). The benefits of helping to establish this industry sector locally is outlined in the Stanislaus 2030 Investment Blueprint initiative's comprehensive market assessment which was developed in affiliation with the Brookings Institution. Stanislaus County's economic development efforts must prioritize diversifying its current industry base with higher-value traded sectors that build on historic strengths, and as an emerging industry sector, Stanislaus County economic development organizations consider the Bioeconomy a plausible future economic option.

WIOA TITLE I COORDINATION

Staff Training and Preparations to Enhance Client Satisfaction

Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning and trainings that will ensure cultural competencies and an understanding of the experiences of trauma-exposed populations

Training related to cultural competencies has occurred through the Regional Training Coordinator, including Race/Equity and Inclusion, Cultural Bias, Implicit Bias, Managing Conflict, and Developing Inclusive Language. SCWD staff have a Cultural Awareness workgroup, which enhances the understanding of the importance of multi-culturalism in the organization.

Staff were trained to better understand behaviors of Trauma Exposed population through Scott McClure's workshops for reintegration techniques for previously incarcerated individuals, Trauma Informed Systems Change for Management, and Trauma Informed Case Management. Additional training and professional development will be made available through the Regional Planning Coordinator's professional development training opportunities.

The COVID-19 pandemic changed the way services are delivered to target audiences. In response to limitations of in-person visits and suspension of group activities such as in-person orientations and workshops, distance learning and virtual meetings become an additional option. Staff have developed skills necessary for video conferencing and have increased their digital fluency through training on the use of popular platforms such as Microsoft Teams and Zoom. Video enabled virtual workshops and the ability to access those workshops remotely give clients the choice of what method they prefer to use.

Equally important is the staff's sensitivity to clients that do not have ready access to technology that is required to interact in this manner. Staff will continue to strike a balance between the needs of clients and the newly acquired ability to interact with clients in a virtual environment. SCWD will continue to invest in staff's ability to meet technological challenges and provide clients with options that enable services to be delivered in multiple settings. Staff have already received training in Conducting Virtual Meetings and Conducting Virtual Workshops as part of their professional development for integration of technology in service provision.

Coordination of Workforce Activities and Rapid Response Activities

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

SCWDB coordinates workforce investment activities carried out in the Local Area with statewide rapid response activities as outlined in the EDD's Directive 16-04, Rapid Response and Layoff Aversion Activities. The primary purpose of Rapid Response activities is to enable affected workers to return to work as quickly as possible following a layoff, or to prevent layoffs altogether. Rapid Response also tracks labor market trends, increased Unemployment Insurance claims, public announcements through the California Worker Adjustment and Retraining Notification (WARN) Act notices and analyzing economic data to assess the health of local industries.

SCWD acts as the local Rapid Response coordination body and works as a conduit for directing dislocated workers affected by layoffs or closures to the AJCC. SCWD is familiar with the programs and processes that serve affected workers and receives WARN notices for action directly from the EDD. When making presentations to the personnel of companies, SCWD invites partner organizations such as the EDD, and CVOC to assist in providing information regarding AJCC partnership services. It is in the regional coordination of these partnerships where the appropriate business and employment solutions can be identified, defined and implemented. Business engagement activities such as customized training, incumbent worker training, and work sharing strategies are among the many WIOA funded strategies that SCWD can deploy on a local and regional basis to assist companies in averting layoffs. This value-added approach promotes trust in the business community and positions the AJCC workforce system as an information resource for critical business needs in the local and regional economic area.

Layoff aversion strategies are an important ingredient in addressing the needs of local businesses through Rapid Response activities. Services to business include assistance with securing capital to maintain business operations or help with growth opportunities, and provide education, guidance, and mentorship for fledgling start-ups. Annually, SCWD and a local company, BBSI, organize a business expo to connect businesses with resources. Prior to the expo, several “at risk” business are identified by Econovue and subsequently invited and sponsored to attend in an effort to help keep them buoyant.

As part of the Sector Strategy plan, contractual relationships will continue to be developed for specialty organizations to convene local businesses to information share about their industry sector and assists businesses in problem solving and identification of industry issues and best practices. SCWD had exercised the option for a Workforce Development Board Business Development Committee to review and strategize how the Local Workforce Development Board can effectively administer Sector Strategies options and maximize the involvement of local employers in planning services provision to local businesses.

Title I Adult and Dislocated Worker Services and Activities

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area.

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

Basic Career Services

Eligibility Determination	Complete intake process for WIOA enrollment.
Workforce Preparation Activities	Activities focused to increase client employability, i.e., Labor Market Information and research, access to internet and e-mail, resume preparation and printing.
Employment Skill Assessments	Complete eSkill, typing tests.

Individualized Career Services

Development of Individual Employment Plan	Determine action steps that will assist client in meeting employment objectives.
Career Advisement	Provide information and feedback regarding employment focus activities.
Supportive Services	Obtain transportation, clothing, and other financial assistance to complete activities.

Comprehensive Assessment	Determine specific employment gaps and formulate a detailed activity plan around the assessment results received in basic career services.
Case Management	Receive intensive case management from professional staff skilled in providing guidance and support during program participation.
Work Based Learning Activities	Participate in paid internship/work experience and earn income while learning employment skills.

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

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

Training Services

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

Follow-Up Services

Services provided for participants placed in unsubsidized employment	Staff will assist participant's services such as updating resumes, interviewing techniques and career guidance for up to 12 months after the first day of employment.
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SCWDB ensures priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient as outlined in WIOA Adult Program Priority of Service (WSD 24-06). SCWDB

complies with AJCC State guidance and policies. Priority for receipt of individualized career services and training services is given to clients who are residents of Stanislaus County in the following order:

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

Priority of service (WSD 24-06) is given specifically to the adult and dislocated worker populations who meet WIOA Title I eligibility criteria. Through the work of the Title I providers, adult and dislocated workers can access career services, supportive services, individual employment plan development, structured job search, group and individual career counseling, individualized skill development strategies, work experience opportunities, as well as other services.

Youth Services under WIOA

Provide a description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WIOA Youth Program Requirements (WSD17-07).

SCWDB has a sitting Youth Development Committee to advise the Board and assist staff in the development of youth-centered programs. The WIOA places an emphasis on the expansion of youth services. As a result, SCWD has created a Youth Services Division to provide direct services to youth under several youth grants and In-School Youth Program funding. Integration of youth services into the AJCC is expanding, and both current and future youth service organizations will be expected to maintain a presence in the AJCC. This integration will maximize coordination between youth providers and minimize duplication of services, as well as provide direct access to youth service providers at the comprehensive AJCC. A larger emphasis is being placed on Out-of-School youth, as WIOA identifies Out-of-School youth as the target population most in need of services. Specialized services to youth have been expanded to focus on those who have disabilities, experiencing homelessness, and English Language Learners.

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

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

Youth with disabilities have been and continue to be served by SCWDB youth programs and contracted providers. SCWD has developed stronger ties to other organizations providing services to disabled youth. SCWD now administers the Department of Rehabilitation's Student Training and Employment Program (STEP) in the local area, placing in-school youth with disabilities into Work Experiences that shape how they integrate into the workforce. Other services include pre-employment preparation and self-advocacy workshops and placement for youth with disabilities. Additionally, English Language Learner (ELL) services are available by contracted youth providers to ensure inclusion of youth who may have limitations in English proficiency.

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

The Workforce Development Board Youth Development Committee has also actively supported youth through the formation of an annual Leadership Conference. The STANd OUT Conference is a one-day leadership development activity focused on workshops designed to inspire youth and help youth understand the importance of the role they play in the future of the workforce.

Disbursement of WIOA Funds in Stanislaus County

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

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

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

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

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

Provide a description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in Selection of AJCC Operators and Career Services Providers (WSD22-13). This should include the name(s) and role(s) of all entities with whom the Local Board contracts.

The SCWDB currently has one comprehensive AJCC one-stop in Stanislaus County. The AJCC One-Stop Operator currently is a contracted entity for a multi-county sub-region of the San Joaquin Valley and Associated Counties. At the July 10, 2017, meeting, the Stanislaus County Workforce Development Board approved to enter into a sole-source agreement with the five-county consortium made up of Stanislaus, San Joaquin, Merced, Madera and Kings Counties to engage the services of an AJCC One-Stop Operator for the region, after competitive Requests for Proposals failed to secure a qualified AJCC One-Stop Operator. The consortium's contract for the AJCC One-Stop Operator includes duties allowed by law to be considered an AJCC One-Stop Operator, and staffing for the Stanislaus County AJCC reverts to Stanislaus County Workforce Development and its AJCC partner organizations. The AJCC One-Stop Operator service contract agreement with Beaudette Consulting began July 1, 2021, and ends June 30, 2025, at which time

the consortium will again engage an AJCC One-Stop Operator through the competitive RFP process.

Workforce Innovation and Opportunity Act (WIOA) Final Regulations, Section 679.410(b) states that a local workforce development board may act as a provider of Career Services only with the agreement of the chief elected official in the local area and the Governor. The Stanislaus County Workforce Development Board has been granted the approval to continue providing Career Service internally since 2016. Approval was received from the Stanislaus County Board of Supervisors, the California Workforce Development Board (CWDB) and the Governor's office for Stanislaus County Workforce Development to provide Career Services. SCWD plans on continuing to provide Career Services for the AJCC, and has submitted an application to Provide Career Services through program years 2025-2028

Stakeholder and Community Engagement Summary

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

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

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

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Social media posts on LinkedIn, Facebook, and Instagram for the local forum in English.	General public, English	13 attendees from the general public and local organizations including CVOC, Digital Nest, Stanislaus 2030, Valley Sierra SBDC, GoEducate, and West Modesto Community Collaborative.	
Social media posts on LinkedIn, Facebook, and Instagram for the local forum in Spanish	General public, Spanish	2 attendees from Stanislaus Equity Partners (local nonprofit), 3 SCWD staff members.	
Published in Valley Sierra Small Business Development Center's Newsletter	General public, business community	attendees at English forum	



November 5, 2024



3:00 PM



In-Person Meeting

Your Input is Needed!

Stanislaus County Workforce Development is drafting the 2025 - 2028 Workforce Innovation and Opportunity Act Local Plan and needs your input to address local challenges that could effect Stanislaus County.



Questions

- How can the workforce system best support Small Businesses in the current economy?
- What changes to the labor market resulted from the pandemic and how do lingering issues related to the pandemic effect small businesses?
- What types of skill and or worker shortages are you experiencing and what can the workforce system do to assist small businesses in meeting hiring challenges?

Who Should Attend?

- Business Owners and Individuals Representing the Interests of Business
- Economic Development Representatives
- Workforce Development Board Members
- Community Based Organizations
- Community Members (Public)
- Education (Private And Public)



Save The Date

Date: 11/5/24 - Time: 3:00 p.m.-4:30 p.m.

Harvest Hall Rooms ABC
3800 Cornucopia Way, Ste B, Modesto, CA 95358

The project is fully funded (100%) by California Workforce Development Boards (CWDB) Regional Plan Implementation 5.0 grant allocation totaling \$4,900,000 and is an Equal Opportunity Employer/Program. Auxiliary aids and services are available upon request to individuals with disabilities.





November 8, 2024



3:00 PM



In-Person Meeting

¡Tu aporte es necesario!

El Departamento de Desarrollo de la Fuerza Laboral del Condado de Stanislaus está redactando el Plan Local de la Ley de Innovación y Oportunidad de la Fuerza Laboral 2025 - 2028 y necesita su opinión para abordar los desafíos locales que podrían afectar al Condado de Stanislaus.



Preguntas

- ¿Cómo puede el sistema de fuerza laboral apoyar mejor a los solicitantes de empleo en las condiciones actuales del mercado laboral?
- ¿Cómo puede el sistema de fuerza laboral apoyar mejor a las empresas de todos los tipos y tamaños en la economía actual?
- ¿Qué habilidades cree que están más en demanda por los empleadores locales pero que actualmente faltan en la fuerza laboral?
- ¿Qué recursos o sistemas de apoyo son más necesarios para ayudar a las personas a realizar la transición hacia carreras con mejores ingresos o mayor estabilidad?

¿A quién va dirigido?

- Propietarios de negocios e individuos que representan los intereses de las empresas
- Representantes de Desarrollo Económico
- Miembros de la Junta de Desarrollo de la Fuerza Laboral
- Organizaciones Comunitarias
- Miembros de la comunidad (público)
- Educación (Privada Y Pública)



Reserva La Fecha

Fecha: 11/8/24 - Hora: 3:00 p.m.-4:30 p.m.

Harvest Hall Rooms ABC
3800 Cornucopia Way, Ste B, Modesto, CA 95358

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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 (RPU), 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 WDBs 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	Sept. 2019-Sept. 2024 Change	Year-Over Change (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%

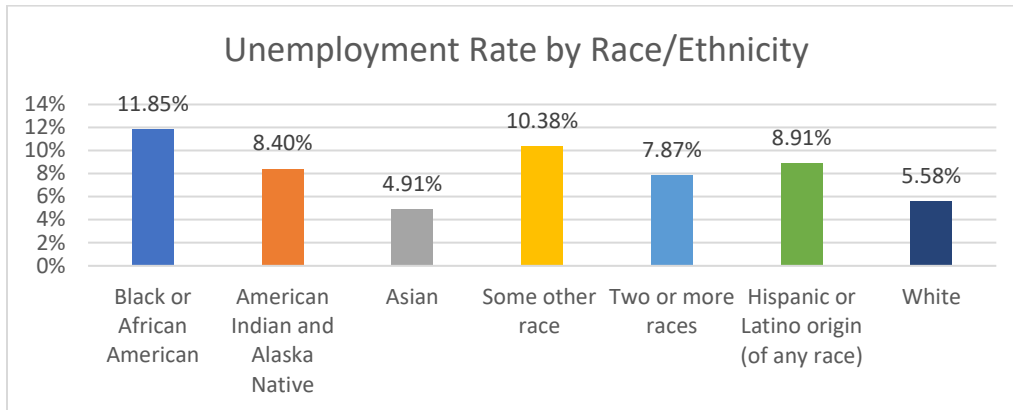
Source: Employment Development Department

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



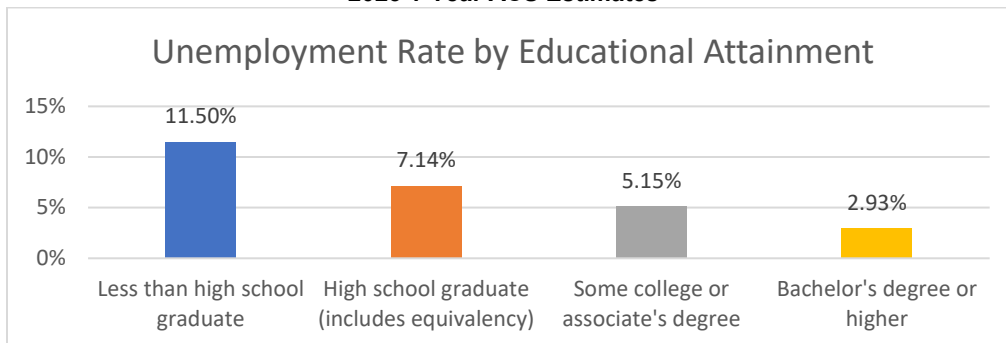
Source: ACS 1-Year Estimates, S2301 Employment Status. Does not include Mono/Inyo counties. County populations are too small to have accurate estimates for 1-Year Estimates

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%

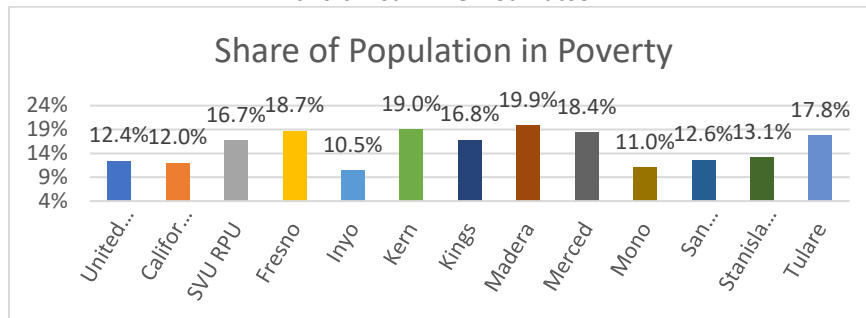
Source: 2023 ACS 1-Year estimates, S2301 Employment Status

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 the California as a whole. Interestingly, poverty measures 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

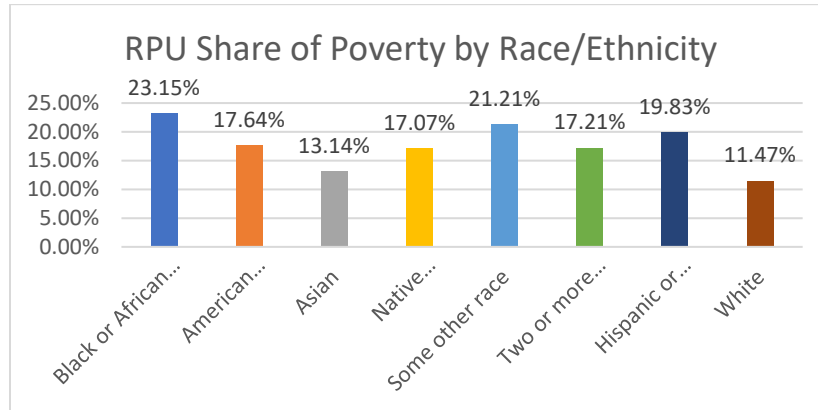


Source: ACS 5-Year Estimates, S1701 Poverty Status in the Past 12 Months

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

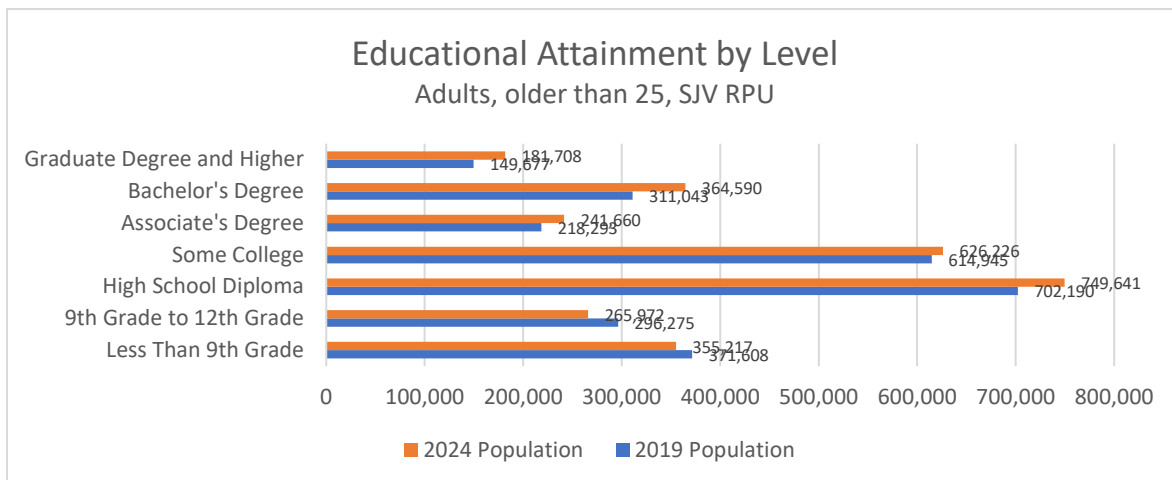


Source: ACS 1-Year Estimates, S1701 Poverty Status in the Past 12 Months

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, 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

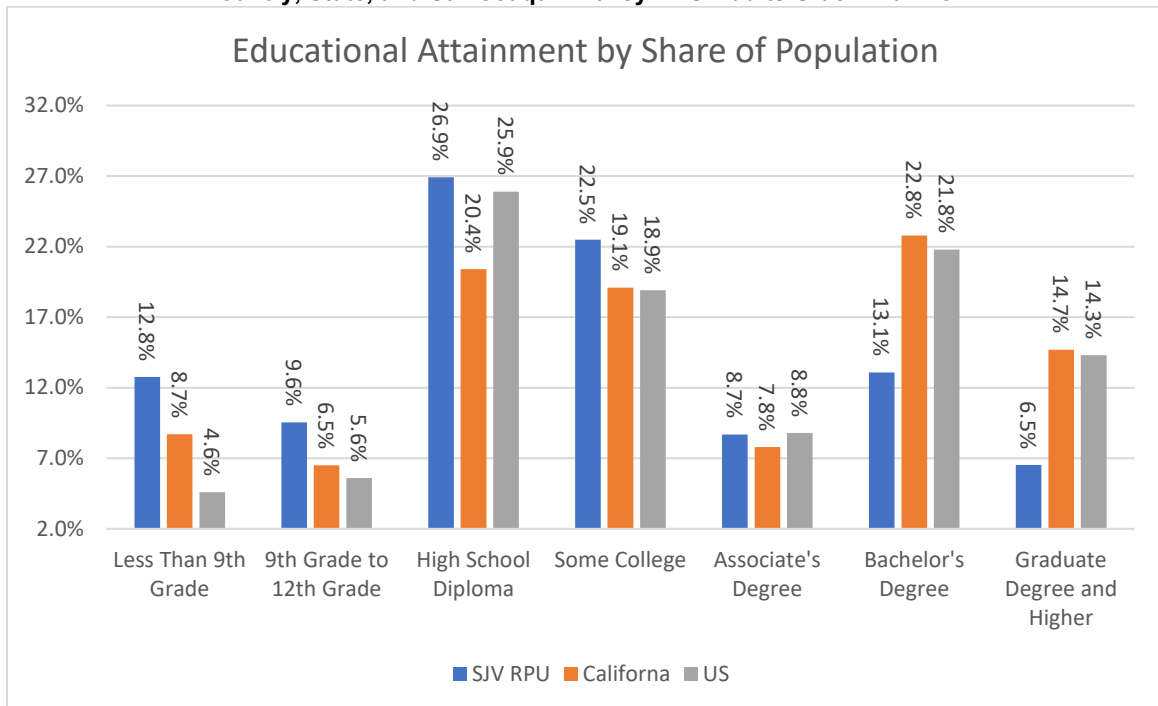
Educational Attainment – Missed Opportunities

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

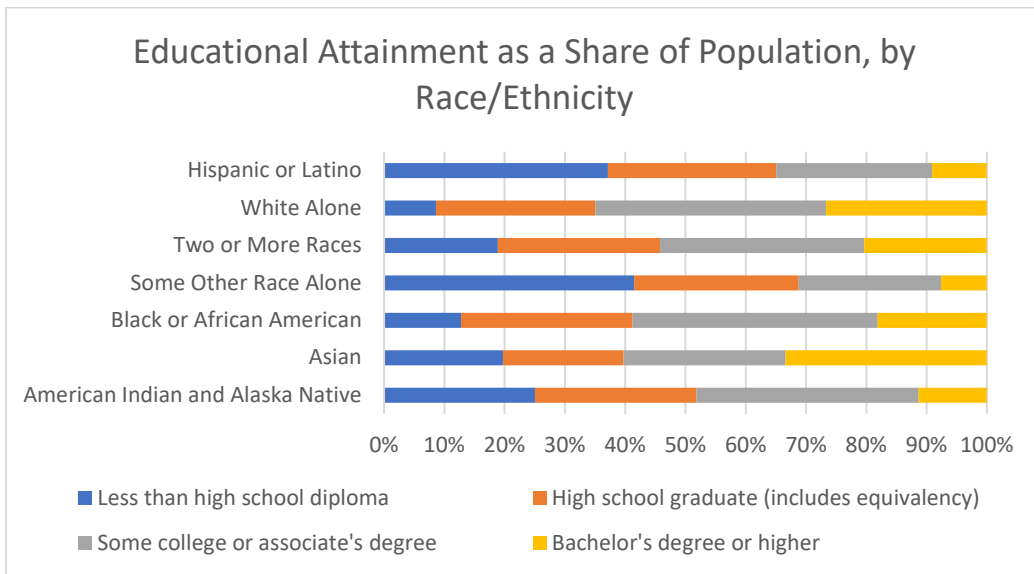


Source: EDD RPU Data Portal, Educational Attainment

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)

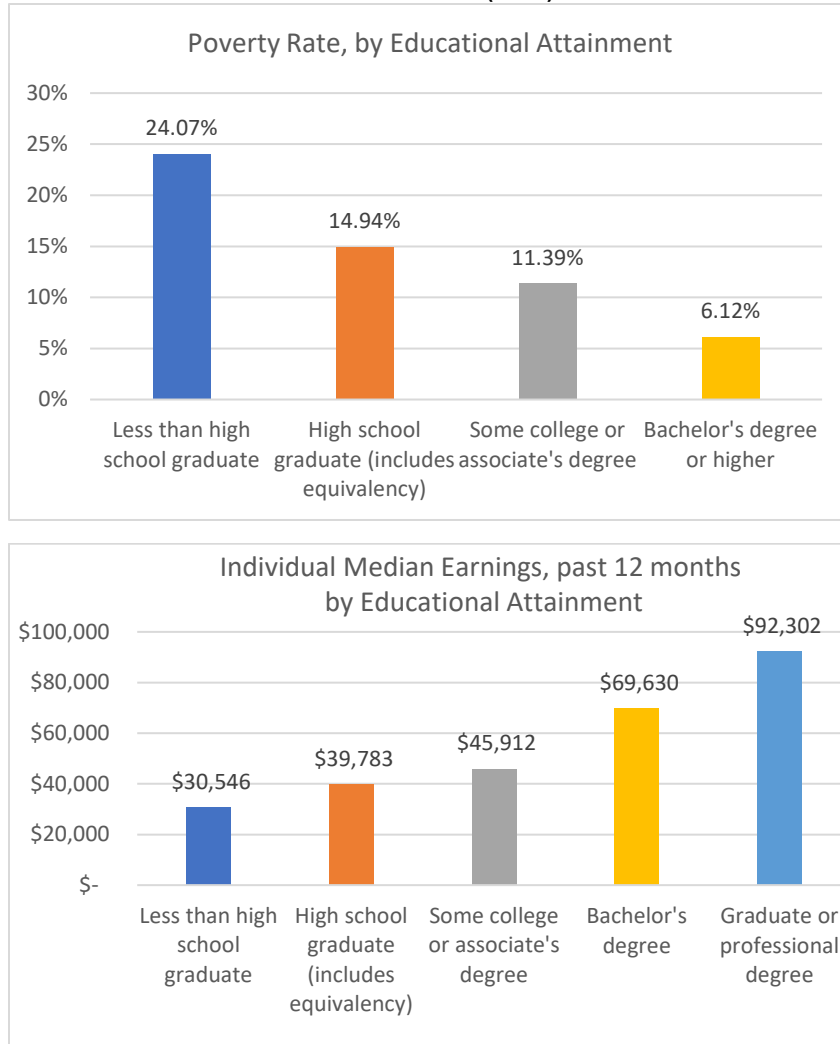


Source: EDD RPU Data Portal, Race/Ethnicity

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.

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 our 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.

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.

Occupational Gains

Occupational data differs from industry data in certain categorical and survey-design choices but attempts to get at 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.

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.

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. 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 a biannual agreement for the procurement of a One-Stop Operator for two, which is collectively paid by participating WDBs.

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 training 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 show 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. Healthforce Partners is actively working toward having a presence in one of 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 of 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 Emergency Medical Technicians, who will embark on a career path in the healthcare sector.

South Valley Industrial Collaborative - Manufacturing

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

Tulare - Kings College and Career Collaborative – Multiple Industries

Workforce boards from Tulare and Kings counties co-facilitate a workgroup to strengthen and scale industry partnerships. This year, the workgroup has prioritized the launch of

three regional industry advisory boards to connect education and industry. Workgroup members include representatives from chambers of commerce, the K-12 education system, post-secondary education, and workforce development. Volunteers have agreed to staff and support the advisory groups, develop an industry-focused structure, participate in facilitation of training, and launch three regional advisory boards: Business and Finance; 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.

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 wastes which supports transport, builds supporting equipment, and provision of supporting infrastructure from SCE and PG&E. The first large scale projects in the upper and lower parts of the Central Valley (complexes at least 100 acres each) 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 of 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.

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, 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 is examining 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.

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

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

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

San Joaquin County WDB – Manufacturing and Transportation and Logistics: The San Joaquin County WDB will address the workforce gaps in warehousing, goods movement, distribution and manufacturing. In partnership with the Delta Sierra Adult Education Alliance (DSAEA), the WDB will provide 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 WDBs 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 CCWC 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. 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 of this plan.

Shared Populations

Across the entire region, target populations include English language learners, individuals who lack a high school credential, those who are basic skills deficient, CalWORKs recipients, individuals with disabilities, formerly incarcerated individuals, communities that are digitally disenfranchised, non-custodial parents with child support enforcement orders, disconnected youth, and veterans, 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 of the regional economy and local labor markets. Within the expansive ten-county region, issues such as dead and dying trees, a 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 in 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 got 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 megaregion, 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 the 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 maintain 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 needs to increase staff knowledge about labor market information, Incumbent Worker Training, rapid response services, and sector partnerships. The group originally met monthly to coordinate messaging, discuss rapid response strategies, and develop business-responsive approaches for the region. Given the progress that the region has made, the group now convenes quarterly.

Regional and Sub-Regional Grants

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

Central Valley Forestry Corps: Fresno (lead), Tulare, Kern, 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.

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 a 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 benefitting 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 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 of input from WBD leaders, system partners, and regional stakeholders at a series of discussion, including the three community forums that are described in Attachment I.

1. Focus on Key Industries

Given the importance of base 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 made adjustments to 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 Businesses 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. WBDs 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 system); 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 school 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 in and attachment to the workforce, work-life balance, “meaningful” or “purpose-driven” work, flexibility, and opportunity to be part of decision-making are more important than factors such as 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 Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

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

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.

PUBLIC COMMENTS THAT DISAGREE WITH THE Program Year 2025-28 REGIONAL PLAN
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

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

SIGNATURE PAGE

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

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

Name, Chairperson	Date

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

SIGNATURE PAGE (cont.)

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

**STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD
AGENDA ITEM**

BOARD AGENDA: 10.B.
AGENDA DATE: March 3, 2025

DISCUSSION AND ACTION:

SUBJECT:

Approval of the Stanislaus County Workforce Development Department Goals Aligned with Stanislaus County Workforce Development Board Priorities

STAFF RECOMMENDATION:

Approve the Stanislaus County Workforce Development Department goals in alignment with the Workforce Development Board priorities.

DISCUSSION:

On August 22, 2024, the Workforce Development Board members, along with Workforce Development Managers, met for its Workforce Development Board Priorities Planning Session. The mission of the planning session was to align the Departments important work with the vision, priority focus areas and initiatives with the County Board of Supervisors.

On October 24, 2024, the Workforce Development Board approved the following Strategic Priorities:

Data Driven: Be data and results driven in decision making, communication, and thoughtful leadership.

Effective Relationships: Inclusively strengthen and maintain effective relationships across the Workforce Development system, with a focus on the in-demand business community and other workforce partners.

Development of a Skilled Workforce: Collaborate with, and build, a skilled workforce responsive to the needs of the in-demand business community.

Outreach & Engagement: Increase awareness of, and engagement with Stanislaus County Workforce Development throughout the community and among business partners.

System Alignment and Collective Impact: Inform and be informed by broad efforts and initiatives across Stanislaus County that are aligned with the mission.

Diverse and Strategic Funding: Attract and pursue funding that fosters innovation and aligns with community needs.

On February 10, 2025, Workforce Development Leadership staff met with facilitator Kate Trompetter to establish how the Department will support the implementation of these priorities by aligning Department goals with the Strategic Priorities.

The following goals have been identified in alignment with the Strategic Priorities:

Data Driven:

Goals 1: Increase the number of monthly job placements in high-demand industries and sectors.

Goal 2: Enhance accuracy, accountability, and follow-through.

Effective Relationships:

Goal 1: Provide excellent customer service and assist clients effectively.

Goal 2: Establish regular communication with existing businesses and develop a strategy to engage new businesses, ensuring Stanislaus County Workforce Development (SCWD) and its programs remain top-of-mind.

Development of a Skilled Workforce:

Goal 1: Continuously refine processes and procedures at both unit and department levels.

Goal 2: Develop additional workshops to address skills gaps by collaborating with employers to identify workforce needs.

Outreach & Engagement:

Goal 1: Business Service staff transition to consultative influencers for business in Stanislaus County.

Goal 2: In-Demand Sector Partnerships for all five sectors are convening biannually.

Goal 3: Enhance the website as a valuable resource to encourage repeat visits from clients and businesses while attracting new visitors.

System Alignment and Collective Impact

Goal 1: Collaborate with other agencies to streamline operations for efficiency.

Goal 2: Stay informed about upcoming events, new programs, and program changes.

Goal 3: Work with economic development organizations across Stanislaus County to align efforts that help current industries and business grow while providing resources and information to out-of-area businesses who are considering relocating here.

Diverse and Strategic Funding:

Goal 1: Seek opportunities for relevant grant funding that have a valuation of \$10 million per fiscal year.

Goal 2: Seek funding that furthers the initiatives of the Board and staff that reduces reliance on Workforce Innovation and Opportunity Act funding.

Once the goals are approved by the Workforce Development Board, Leadership staff will develop performance measures for each goal to ensure there is accountability for outcomes.

POLICY ISSUE:

WIOA Section 107 (d) states that the function of the local board includes (6) PROVEN AND PROMISING PRACTICES. —The local board shall lead efforts in the local area to (A) identify and promote proven and promising strategies and initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment) in the local workforce development system.

FISCAL IMPACT:


No fiscal impact is associated with this agenda item.

WORKFORCE DEVELOPMENT BOARD PRIORITY:

The recommended actions are consistent with all the Workforce Development Board's Strategic Priorities.

STAFFING IMPACT:

Existing staff from Workforce Development will execute and monitor this agenda item.



Doris Foster, Director

**STANISLAUS COUNTY WORKFORCE DEVELOPMENT BOARD
 AGENDA ITEM**

BOARD AGENDA: 10.C.
 AGENDA DATE: March 3, 2025

DISCUSSION AND ACTION:

SUBJECT:

Requesting the Opinion of Workforce Development Board Members to Include in an Agenda Item to the Board of Supervisors to Reclassify Seat #3 of the Stanislaus County Workforce Development Board from “Governmental” to “Other Representative”

STAFF RECOMMENDATION:

Staff is requesting the Board’s opinion that will be included in a Board of Supervisor’s Agenda Item, with regard to re-classifying Board Seat #3 from “Governmental” to “Other Representative”.

DISCUSSION:

The Chief Executive Office has requested Workforce Development Staff take an Agenda Item to the Board of Supervisors to create an “other” seat that will allow an appointment that does not fall within the mandated positions of Business, Labor Organization, Education and Economic Development and Community Development. Regulations allow for an “other” representative which the Board of Supervisor’s previously classified as “governmental”.

At the April 5, 2016 Board of Supervisors meeting Agenda Item B-9, the minimum size of the Workforce Development Board was established under WIOA with a minimum of 19 seats with representation from business, workforce, education and training, government, and economic development. The current make-up of the SCWDB is as shown in chart 1 below:

WDB Seats Required Under WIOA	Maximum Number of Seats Required
Business	10
Labor Organization (includes Joint Labor Management Apprenticeship Program)	4
Adult Education and Literacy	1
Higher Education	1
Economic and Community Development	1
State Employment Office/EDD	1
Vocational Rehabilitation	1

Additionally, in the April 5, 2016 Agenda Item, information was included that allowed the Board of Supervisors the ability to appoint 28 members that support and reflected the communities in the County. Further defined in the June 7, 2016 Agenda Item to the Board of Supervisors was the classification of the Workforce Development Board seats.

The Stanislaus County Workforce Development Board is comprised of 28 seats. These seats were established at the June 7, 2016 Board of Supervisors meeting agenda item B-1. Those seats are classified and currently filled as follows:

Seat Number	Representing	Term (years)	Name
1	Governmental	2	Supervisor Mani Grewal
2	Governmental	2	Vacant
3	Governmental	2	Vacant
4	Business	4	Supervisor Mani Grewal
5	Business	4	Sam Romeo, MD
6	Business	4	Vacant
7	Business	4	Maryn Pitt
8	Business	4	Vacant
9	Business	4	Bill O'Brien
10	Business	4	Kris Helton
11	Business	4	Vacant
12	Business	4	Vacant
13	Business	4	Chris Savage
14	Business	4	Jennifer Shipman
15	Business	4	Doug Van Diepen
16	Small Business	4	Mary Machado
17	Small Business	4	Cecil Russell
18	Small Business	4	Vacant
19	Labor Org	4	Dean Fadeff
20	Labor Org	4	Will Kelly
21	Joint Labor	4	Steve Stevenson
22	Labor Org	4	Doug Murdock
23	Adult Education	4	Scott Kuykendall
24	Higher Education	4	Kari Knutson Miller
25	OSIB (Org Serving Individ w/ Barriers)	4	Vacant
26	Economic Development	4	Jessica Hill
27	Wagner-Peyser - Employment Services Office	4	Margarita Cabalbag
28	Rehabilitation Act	4	Erika Angel

Chart 2

WIOA (Federal 679.320 and State 14202) mandates specific membership seats to the board. Membership consists of:

- Business Representatives (Majority of members, 51%),
- Workforce Representatives -Labor and Joint Labor Apprenticeship (20%)
- Education & Training – Adult and Higher Education (two members, one from each)
- Governmental & Economic and Community Development (three members)
 - Economic & Community Development Entity
 - State Employment Service Office – Wagner-Peyser Act
 - Title 1 of Rehabilitation Act of 1973

WIOA regulations also allow for the Board of Supervisors, as the local chief elected official in Stanislaus County, to include other individuals or representatives that they determine to be appropriate and is consistent with WIOA.

Should the Board of Supervisors approve the reclassification of the seat, the seat vacancy must be posted for a minimum of ten working days. Upon appointment of an additional member to the Workforce Development Board, the Board of Supervisors will be required to fill two additional business representative seats and one additional labor representative seat in order to be in compliance with State and Federal WIOA regulations.

Information from the Workforce Development Board will be shared in the Board of Supervisors Agenda Item. Staff anticipate the Agenda Item will be presented to the Board of Supervisors early April.

POLICY ISSUE:

As all seats are currently classified as shown in chart 2 staff are requesting the Board's opinion with regard to re-classifying board seat #3 from "Governmental" to "Other Representative". Re-classifying seat #3 will allow others within the community that do not otherwise qualify for a position on the Workforce Development Board an opportunity to be considered as a board member.

The Rules and Regulations regarding "Other Representatives"

As approved by the Board of Supervisors on November 24, 2020
Stanislaus County Workforce Development Bylaw's under Article IV Membership #5 Other Representatives (2-year term):

The Board may include such other individuals or representatives of entities that the Stanislaus Board of Supervisors, as the local chief elected official in Stanislaus County, determines to be appropriate and as is consistent with WIOA.

Federal Regulations 679.320

e) The membership of Local WDBs may include individuals or representatives of other appropriate entities in the local area, including:

- 4) Other appropriate individuals as determined by the chief elected official.

State Regulation 14202

e) Each local board may include such other individuals or representatives of entities as the chief elected official in the local area may determine to be appropriate.

Government Code Title 5 (50001-57607) Chapter 11

54974

(a) Whenever an unscheduled vacancy occurs in any board, commission, or committee for which the legislative body has the appointing power, whether due to resignation, death, termination, or other causes, a special vacancy notice shall be posted in the office of the clerk of the local agency, on either the local agency's Internet Web site or at the library designated pursuant to Section 54973, and in other places as directed by the legislative body, not earlier than 20 days before or not later than 20 days after the vacancy occurs. Final appointment to the board, commission, or committee shall not be made by the legislative body for at least 10 working days after the posting of the notice in the clerk's office.

FISCAL IMPACT:

There is no fiscal impact associated with this agenda item.

WORKFORCE DEVELOPMENT BOARD PRIORITY:

The recommended actions are consistent with the Board's priority of *Outreach & Engagement* by opening up a seat on the SCWDB to a community member that otherwise would not qualify.

STAFFING IMPACT:

There is no staffing impact with regard to this agenda item.



Doris Foster, Director