



WORKFORCE INVESTMENT BOARD MEETING AGENDA

Wednesday, April 9, 2025; 7:30 AM – 8:30 AM

**Workforce Investment Board of Tulare County
309 W. Main Street, Suite 130, Visalia, CA**

1. CALL MEETING TO ORDER

2. PUBLIC COMMENTS (Three minutes per individual/organization, fifteen minutes total) - Any member of the public wishing to address the Workforce Investment Board of Tulare County on a specific matter under its jurisdiction, please notify the Secretary of the Board of your name and provide a brief description on the subject matter prior to the meeting. The Board will not be able to take action on any item not appearing on the agenda.

3. SUCCESS STORY - Business Services: HealthForce

4. CONSENT ITEMS – All items under the Consent Calendar are considered routine and will be approved in one action without discussion. If a Board member requests that an item be removed from the Consent Calendar or a citizen wishes to speak on an item, the item will be considered under Regular Items.

a. Workforce Investment Board Meeting Minutes
Approve March 12, 2025, Board Meeting Minutes.

b. Program Year 2025-28 Memorandum of Understanding (MOU) between Employment Connection System Partners and the Workforce Investment Board of Tulare County
Approve the Program Year 2025-28 MOU between Employment Connection System Partners and the Workforce Investment Board of Tulare County.

c. Eligible Training Provider (ETP) Contract: Clinical Training Institute
Approve an ETP contract with the CTI from July 1, 2025 - June 30, 2029.

5. REGULAR ITEMS

a. Workforce Investment Board of Tulare County Board of Directors Appointment
Recommend one appointment to the WIB of Tulare County Board of Directors in noted category, contingent upon Tulare County Board of Supervisors (BOS) approval.

- Miguel Mora, VF Outdoor Sr. Operations Manager – Business (term expiration date June 30, 2028)

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- b. Program Year 2025-28 Workforce Investment Board of Tulare County Workforce Innovation Opportunity Act Local Plan and San Joaquin Valley and Associated Counties Regional Planning Unit Regional Plan
 - i. Approve the PY 25-28 WIB WIOA Local Plan
 - a. Authorize the Chair of the WIB to sign.
 - b. Forward it to the Tulare County Board of Supervisors for approval and signature.
 - ii. Approve the PY 25-28 SJVAC RPU WIOA Regional Plan
 - a. Authorize the Chair of the WIB to sign.
 - b. Forward it to the Tulare County Board of Supervisors for approval.
- c. College of the Sequoias (COS) Training Resource Center (TRC) PowerUp 2.0 Customized Training

Approve entering into an agreement with COS TRC to fund a customized training for 15-20 participants, not to exceed \$75,500.

6. INFORMATION/DISCUSSION ITEMS

- a. Growing Health Leaders (GHL)
- b. Agreements Executed by WIB Executive Director Between \$5,000-\$20,000

No agreements were executed during the month of March 2025.
- c. Good Jobs Challenge Update
- d. Tulare-Kings Healthcare Partnership Update
- e. Workforce Data Newsletter – Volume 10, Issue 2 – February 2025
- f. Tulare County Metropolitan Statistical Area (MSA) – February 2025

7. WIB COMMITTEES REPORT

8. GOOD OF THE ORDER/ADJOURN

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact Laura Castanon at 559-713-5200 no later than noon the Tuesday before the meeting.

Documents related to the items on this agenda which are distributed to the board members after the mailing of the agenda packet are available for public inspection in the WIB office, located at 309 W. Main St., Suite 120, Visalia, CA.



WORKFORCE INVESTMENT BOARD OF TULARE COUNTY

MEETING

March 12, 2025, Minutes

WIB Directors Present: Colby Wells – Chair, Joe Hallmeyer – Vice Chair, Randy Baerg - Treasurer/Secretary, Amy Shuklian, Brent Calvin, Danielle Beckett, Gamaliel Aguilar, Jeff Hudson-Covolo, Ronny Jungk, Yolanda Valdez

WIB Directors Absent: Brandon Lovenburg, David Pena, Robert Kleyn, Tricia Stever Blattler

1. **Call to Order:** Colby Wells - Chair called the meeting to order at 8:03 a.m.
2. **Public Comment:** Colby Wells - Chair – Called for public comments; there were no public comments.
3. **Success Story:** Workforce Professional
4. **Consent Items:**
 - a. Workforce Investment Board Meeting Minutes
Approve February 19, 2025, Board Meeting Minutes.
 - b. WIB Directive TUL 25-01 Performance Guidance
Approve WIB Directive TUL 25-01 Performance Guidance
 - c. WIB Directive TUL 25-02 CalJOBSSM Activity Codes
Approve WIB Directive TUL 25-02 CalJOBSSM Activity Codes.
 - d. Eligible Training Provider (ETP) Contracts Renewal
Approve the renewal of the ETP contracts from July 1, 2025 - June 30, 2029.

Motion was made by Joe Hallmeyer, second by Jeff Hudson-Covolo to approve the consent items; carried by unanimous vote.

5. **Regular Items:**
 - a. Local Workforce Development Area Designation and Local Workforce Development Board Recertification
 - i. Approve the subsequent local workforce development area designation and local workforce development board recertification application for PY 25-27 and authorize the Chair of the Board to sign.

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WIB Meeting Minutes

March 12, 2025

- ii. Forward to the Tulare County Board of Supervisors for approval and signature.

Motion was made by Brent Calvin, second by Randy Baerg to approve the Local Workforce Development Area Designation and Local Workforce Development Board Recertification, carried by unanimous vote.

- b. Employment Connection System Theory of Change
Approve the Employment Connection Committee Recommended Employment Connection System Theory of Change.

Motion was made by Ronny Jungk, second by Yolanda Valdez to approve the Employment Connection System Theory of Change, carried by unanimous vote.

6. Information/Discussion Items:

- a. Program Year 2025-2028 Workforce Investment Board of Tulare County Workforce Innovation Opportunity Act Local Plan and San Joaquin Valley and Associated Counties Regional Planning Unit Regional Plan
- b. Agreements Executed by WIB Executive Director Between \$5,000-\$20,000
- c. Good Jobs Challenge Update
- d. Tulare-Kings Healthcare Partnership Update

7. WIB Committee Reports

- WIB Employment Connection Committee

8. Good of the Order/Adjourn: There being no further business; the meeting was adjourned by Colby Wells, Chair at 8:48 a.m.

Minutes submitted for approval by Randy Baerg, Secretary.

Randy Baerg, Secretary

Date



INTEROFFICE MEMORANDUM

TO: David McMunn, Deputy Director of Administration

FROM: Edith Hernandez, One-Stop Partnership Coordinator

DATE: March 19, 2025

SUBJECT: Program Year 2025-28 Memorandum of Understanding (MOU) between Employment Connection System Partners and the Workforce Investment Board of Tulare County

Item	Comments
Agenda Date	WIB Meeting – Wednesday, April 9, 2025
Request	Approve the Program Year 2025-28 MOU between Employment Connection System Partners and the Workforce Investment Board of Tulare County.
Summary	<p>The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards to establish a MOU with all required partners in their local area and to review and renew the MOU every three years. This MOU ensures a high-quality one-stop delivery system and strengthens collaboration among partner programs.</p> <p>The MOU serves as an agreement between the Employment Connection System Partners and the Workforce Investment Board (WIB) outlining their commitment to providing integrated services to Tulare County residents through a customer-centered approach. It also details how various funding streams and resources are leveraged to enhance services for businesses and job seekers.</p> <p>MOU Update and Renewal</p> <p>The Employment Connection System partners reviewed the MOU and provided input to ensure it reflects evolving needs and priorities. Based on their feedback, updates were made to strengthen service integration and partner effectiveness. The current MOU expires on June 30, 2025, and the new agreement will cover the period from July 1, 2025, through June 30, 2028.</p> <p>Key Updates to the MOU:</p> <ul style="list-style-type: none"> • Revised Employment Connection Partner Referral Guidelines to improve coordination and service delivery. • Enhanced Service Integration description to better define collaboration efforts system wide. • Added the Employment Connection System Theory of Change, providing a strategic framework for shared goals and outcomes. • Ended formal collaboration with Tulare County Office of Education – Ticket to Work and Root & Rebound as partners. <p>A copy of the updated Employment Connection System Partner MOU, including a full list of partners, is attached to this report.</p>

Fiscal Impact	All partners shared resources that contributed to the operations of the Employment Connection System.
Alternatives	No alternatives are recommended. WIOA requires local workforce boards to develop MOUs with all required one-stop partners within their local workforce area.
Involvement of Other Departments or Agencies	WIOA Employment Connection System Partners

Memorandum of Understanding between Employment Connection System Partners and the Workforce Investment Board of Tulare County

I. Purpose of Memorandum of Understanding

This Memorandum of Understanding (MOU) is established between the Workforce Investment Board of Tulare County, hereafter referred to as the “WIB” and the signatory partners of the Tulare County One-Stop delivery system, hereafter referred to as the “Employment Connection System Partners.” The Employment Connection is Tulare County’s local brand for the one-stop system and is co-branded with California’s brand of America’s Job Center of California “AJCC” one-stop system network.

This MOU describes how various funding streams and resources will be coordinated to serve our mutual business and job seeker customers through an integrated service delivery system. The “AJCC System in Tulare County, hereafter referred to as “Employment Connect System,” will require mutual trust and teamwork between the WIB and all Employment Connection Partners to achieve shared goals.

II. Employment Connection System Core Commitments

Mission

- At the Employment Connection, we understand that having a good job is key to having a good life.
- We provide our services so that job seekers in Tulare County can get the guidance, training, resources, and confidence they need to realize their career potential.
- We connect job seekers to employers, so Tulare County businesses prosper and our communities thrive.

Vision

- Empower every person and business who reaches out to us for help.
- Create a welcoming and inclusive space.
- Be a dependable resource.

III. Parties to the MOU

The following table represents the federally required WIOA partners and programs, the regional organizations that represent each program, and other community partners:

WIOA Programs	MOU Partner
<ul style="list-style-type: none"> - Title I Adult - Title I Dislocated Worker - Title I Youth 	Workforce Investment Board of Tulare County
<ul style="list-style-type: none"> - Title III Wagner-Peyser - Jobs for Veterans State Grants (JVSG) - Unemployment Insurance (UI) - Trade Adjustment Assistance Act (TAA) 	Employment Development Department (EDD)
Title II Adult Education and Family Literacy Act (AEFLA)	<ul style="list-style-type: none"> • Visalia Unified School District/Visalia Adult School • Tulare Joint High School District/Tulare Adult School • Porterville Unified School District/Porterville Adult School • Cutler-Orosi Joint Unified School District/Cutler-Orosi Adult School • Farmersville Unified School District/Farmersville Adult School
<ul style="list-style-type: none"> - Title II Adult Education and Family Literacy (AEFLA) - Migrant/Seasonal Farmworker Programs - Community Services Block Grant (CSBG) 	Proteus, Inc.
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
<ul style="list-style-type: none"> - Temporary Assistance for Needy Families (TANF)/CalWORKs - SNAP CalFresh Employment & Training Program 	Tulare County Health and Human Services (HHSA)
<ul style="list-style-type: none"> - Community Services Block Grant (CSBG) - Title V Senior Community Service Employment Program (SCSEP) - Supported Employment/(SAFE) - #LEAD - Youth Transitions 	Community Services and Employment Training (CSET)
Carl Perkins Career, Technical Education	<ul style="list-style-type: none"> • Porterville College/Kern Community College District • College of the Sequoias
Native American	Tule River Indian Tribe of California
Job Corps	San Jose Job Corps

Title V Senior Community Service Employment Training Program (SCSEP)	SER-Jobs for Progress, Inc.
Community Partners	<ul style="list-style-type: none"> • Porterville Sheltered Workshop (PSW) • Sequoias Adult Education Consortia (SAEC) • America Works of California, Inc. – Ticket to Work • Schrank’s Clubhouse

IV. One-Stop System Overview

Employment Connection Centers are open to all partners required by law, to other key partners designated by the State, and to any organization involved or interested in workforce development that, by written agreement with the WIB, desires their services made available at an Employment Connection Center. At a minimum, the range of programs, funding streams, and Employment Connection services will meet those required under WIOA.

The Employment Connection System is built on the following core components:

1. **Integrated Services** – A seamless, coordinated system presented to the customer.
2. **Customer-Focused Approach** – Service delivery is designed to prioritize customer needs and interests.
3. **Customer Choice** – A system that provides a wide array of helpful information to assist the customer in making an informed choice.
4. **Customer Access** – A system designed for universal access with “no wrong door” entrance and single exiting point into integrated services.
5. **Community Support** – The system will promote and nurture broad-based community support.
6. **Performance Driven:** The system will establish clearly identified outcomes and methods for measuring achievement.

Service and Impact

To help individuals navigate an increasingly complex labor market, the Employment Connection provides easily accessible, comprehensive information about employment and education opportunities. Services support both incumbent workers seeking skills upgrades and individuals newly entering the workforce.

At Employment Connection Centers, customers can:

- Understand and build their skills
- Identify personal challenges
- Explore career options
- Build a professional portfolio

By equipping job seekers with the skills needed for career advancement, the system helps individuals secure better jobs, earn higher wages, and improve their overall quality of life.

Economic Growth and Workforce Retention

A highly skilled and motivated workforce is essential for attracting and retaining businesses in Tulare County. A strong one-stop system not only ensures employers have access to a pipeline of qualified workers but also provides job seekers with career opportunities that offer family-sustaining wages. By aligning workforce development with industry needs, the Employment Connection System strengthens Tulare County's ability to retain and attract high-quality jobs, fostering economic growth for businesses and individuals alike.

Employment Connection Locations and Service Delivery

The Employment Connection System delivers integrated workforce services through its four Employment Connection Centers:

- Comprehensive Centers in Visalia and in Porterville, where colocated partners provide integrated services and career services staff offer a full range of career and training services.
- Affiliate Centers in Dinuba and Tulare, offering career services and training opportunities.

Beyond these locations, the Employment Connection System ensures countywide access to services through its strong partner network. Job seekers throughout Tulare County can access workforce resources, training opportunities, and support services regardless of where they enter the system. Employment Connection Center locations and contact information can be found in Attachment D.

Employment Connection Theory of Change

Across Tulare County, many individuals lack the skills needed to secure in-demand, family-sustaining jobs. To address this challenge, the Employment Connection partners developed and adopted the Employment Connection Theory of Change, a structured framework that defines the system partners' shared vision, values, strategies, and desired outcomes for servicing customers. The Employment Connection Theory of Change is included in Attachment C.

Integrated Service Delivery Model

The Employment Connection staff and partners operate within an integrated service delivery system to ensure seamless, customer-centered support. Key elements of this model include:

- Universal Access – Customers receive skills-based services regardless of entry point.
- Partner Collaboration – Strengthened through relationship-building, cross-training, and shared data tools.
- Clear Pathways – Structured referral processes, and follow-through ensure that services remain responsive, effective, and aligned with local workforce needs.

Role of the Employment Connection One-Stop Operator

To help with system integration, Employment Connection Partners will work with the Employment Connection One-Stop Operator (OSO). The California Workforce Development Board approved the WIB as the OSO for the Employment Connection System. The OSO provides leadership and coordination in alignment with WIOA regulations.

OSO's responsibilities include:

- Coordinating service delivery among required partners
- Ensuring the implementation of partner responsibilities and contributions outlined in the Employment Connection Partner MOU
- Supporting ongoing partner integration and universal access to services.

V. MOU Partnership Agreement

The Employment Connection Partners of this MOU agree to participate in joint planning, plan development, and modification of activities to accomplish the following:

- **Partner Services** - Accessibility of the partners' applicable services. To provide the One-Stop services to the target populations outlined in Attachment F – Employment Connection Partners and Services Matrix.
- **Employment Connection Committee** - The WIB, appointed by and in a written agreement with the Tulare County Board of Supervisors, is the One-Stop Policy Body responsible for system planning, fiscal responsibility, and oversight of the Employment Connection System. The WIB established the Employment Connection Committee (ECC) as its advisory body for the One-Stop system. The ECC is a committee of the WIB, composed of Employment Connection Partners and chaired by a member of the WIB.
- **Cost Sharing** - Employment Connection Partners agree to pay a proportional share of the cost toward the operation and services of the system in accordance with an infrastructure funding agreement if applicable.
 - All relevant parties to this MOU agree to share in the operating costs of the One-Stop system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs of the system will be funded by all Employment Connection partners through a negotiated Infrastructure Funding Agreement based on an agreed-upon formula or plan. The Infrastructure Funding Agreement is outlined in Attachment A.
 - Employment Connection partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs is reflected in the Infrastructure Funding Agreement section.
 - Each colocated partner agrees to negotiate and implement an infrastructure funding plan annually.

- **Regularly Partner Convenings** - Regular participation in the planning and development process through their participation on the Employment Connection Committee, subcommittees, and partner workgroups.
- **Cross-Training**—All partners and staff are adequately cross-trained through their participation in the Employment Connection onboarding orientation, and staff development training.
- **Review and update this MOU** - At a minimum, *every three (3) years* to ensure it contains updated information regarding funding, delivery of services, and changes in the signatory official of each party. If necessary, renegotiate after WIB’s WIOA Local Plan, and San Joaquin Valley and Associated Counties Regional Planning Unit WIOA Regional Plan have been developed. Partners further agree to update this MOU to reflect any updated information regarding the delivery of services developed by the partners.
- **Co-branding and System Affiliation** – Employment Connection System partners will include the “Employment Connection” and “AJCC” or “A proud partner of the American Job Center of California” branding on any joint products programs, activities, services, facilities, and materials used by the combined partnership of the Employment Connection System. [The Employment Connection Brand Guide](#) provides language and marketing guidance for co-branding.
- **Opportunities for Continuous Improvement** – At a minimum, the Employment Connection Centers will be assessed through the certification process once every three years for each center's effectiveness, physical, programmatic accessibility, continuous improvement opportunities, and Employment Connection service delivery systems. The certification process identifies services, approaches, strategies, and tasks that could benefit from further assessment and, as appropriate, actions to improve, enhance, or expand them. Employment Connection partners agree to support these recommendations as part of 2025 through 2027 goals within the [Employment Connection’s Certification Continuous Improvement Plan](#) (www.tularewib.org/ecsystem).

VI. Infrastructure Funding Agreement & Other Shared System Costs – Applicable Services

The WIB and Employment Connection Partners have chosen to develop a separate infrastructure cost budget for each of the two comprehensive Employment Connection Centers in Visalia and Porterville.

All Parties agree to review and modify the Infrastructure Funding Agreement (IFA), at minimum, annually to ensure it contains updated information regarding infrastructure and other system costs and service delivery. The WIB will be responsible for reviewing and sharing infrastructure and other system costs annually with Parties and renegotiating costs if necessary to ensure that all Parties continue to contribute their fair and equitable share.

The WIB Administrative Service Officer is responsible for ensuring that all the Employment Connection Centers' infrastructure costs are paid according to the provisions of their signed IFA.

The estimated proportionate share of costs for each Party is based on budgeted expectations. Until the actual costs are known, and the usage and benefits are calculated, each Party's true proportionate share of the cost will be unknown. Therefore, regardless of the type, all Parties' contributions will be reconciled annually, comparing expenses incurred to relative benefits received. The process is necessary to ensure that the proportionate share each Partner program contributes remains consistent with the cost methodology, is up to date, and is in compliance with the terms of this MOU. IFA and Other Shared System costs can be found in Attachment A.

Reconciliation Schedule	Reconciliation Date
July 1, 2025 – June 30, 2026	September 15, 2026
July 1, 2026 – June 30, 2027	September 15, 2027
July 1, 2027 – June 30, 2028	September 15, 2028

If it becomes necessary for a partner program to end their colocation at the Employment Connection Center, the partner shall notify the WIB, in writing, 30 calendar days in advance of the effective date and upon completion of any financial and operational commitments.

Other Employment Connection System Costs – Applicable Services

All Employment Connection System Partners are responsible for sharing Other Employment Connection System Costs—Applicable Career Services. The agreed-upon budget for other system costs must align with the MOU agreement that outlines 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 identifying the career services applicable to each Partner program. Accordingly, this budget must include each 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. If new costs are accepted in the Infrastructure Funding Agreement, they must include language amending the MOU descriptions to align with this budget. The Employment Connection System Career Services Consolidated Budget can be found in Attachment B.

Applicable Career Services are services authorized to be provided under each partner’s program. A breakdown of partner services can be found in the Employment Connection System Partners and Services Matrix in Attachment F.

Partners Sharing Infrastructure Cost When Benefit Data Available

Infrastructure Funding Agreement Requirement: When the state implements the requisite statewide data tracking system, and data is available, all non-located Partners who benefit from the Employment Connection System will also be required to contribute their proportionate share towards infrastructure costs. Consequently, the Infrastructure Funding

Agreement 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. The only exception is that Native American programs are not required to contribute to infrastructure funding. WIOA Section 121[h][2][D][iv]).

VII. Methods for Referring Customers

The Employment Connection Partners are committed to mutually implementing processes for customers' referral to services not provided on-site. Partners are expected to be thoroughly familiar with each program's functions and basic eligibility requirements to assist customers and appropriately make knowledgeable referrals to partner programs. The implemented referral process described in Attachment E focuses on quality referrals that are likely to convert to services.

The partners mutually agree that the process of referral will also include the following:

- Intake and referral processes are customer-centered and provided by staff trained in customer service.
- General information regarding Employment Connection partner programs, services, activities, and resources shall be made available to all customers as appropriate.
- Each Employment Connection Partner will provide a direct link or access to other Employment Connection Partner staff that can provide meaningful information or service, through the use of colocation, cross-training of Employment Connection staff, or real-time technology (two-way communication and interaction with Employment Connection Partners that results in services needed by the customer).

VIII. Access for Individuals with Barriers to Employment

The Employment Connection Partners are committed to providing integrated service delivery to individuals with barriers to employment to succeed in education, training, and other workforce preparation activities and gain quality employment. The term “Barriers to Employment” is defined as characteristics that may hinder an individual’s hiring, promotion, or participation in the labor force as defined in WIOA

The Employment Connection Partners offer priority services to veterans, eligible spouses of veterans, recipients of public assistance, other low-income individuals, or individuals with basic skills deficiencies when providing individualized career services and training services with WIOA adult funds.

IX. 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 Employment Connection 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 sharing information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the Employment Connection customers or partners (e.g., applications, eligibility, 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 everyday information needs, as appropriate.
- Understand all partners shall agree upon that system security provisions.

X. Confidentiality

The Employment Connection Partner agrees to comply with the provisions of WIOA regulations that state privacy and confidentiality must be maintained consistent with applicable federal, state, and local privacy and confidentiality laws, including section 10850 of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, Health and Insurance Portability and Accountability Act of 1996 (HIPPA) Family Educational Rights and Privacy Act (FERPA) requirements and all other State and Federal laws, 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 referrals, shall be confidential and 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 about Employment Connection applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The Employment Connection Partner agrees to abide by the current confidentiality provisions of the respective statutes to which Employment Connection operators and other Employment Connection Partners must adhere and share information necessary for the program's administration as allowed under law and regulation. Therefore, the Employment Connection Partner 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.

Customer information shall be shared solely for the purpose of enrollment, referral, or service provision. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

XI. Americans with Disabilities Act and Amendments Compliance

Each Employment Connection Partner will ensure their policies, procedures, programs, and services comply with the Americans with Disabilities Act of 1990 and its amendments to provide equal access to all customers with disabilities. Additionally, partners agree to comply with the provisions of WIOA fully, Title VII of the Civil Rights Act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37, and all other regulations implementing the aforementioned laws.

Ensures Equal Opportunity for Individuals with Disabilities

All Employment Connection Centers will be assessed regularly to ensure they are physically and programmatically accessible to individuals with disabilities, as described in WIOA Section 188 and Title 29 *Code of Federal Regulations* Part 38.

Employment Connection Partners commit to the following:

- Providing reasonable accommodation for individuals with disabilities.
- Making reasonable modifications to policies, practices, and procedures where necessary to avoid discrimination against people with disabilities.

XII. Duration

The term of this agreement shall be **July 1, 2025, to June 30, 2028**, and shall be binding upon each party hereto upon execution by such party and shall be automatically renewed thereafter on a year-to-year basis, unless any party gives notice of non-renewal at least thirty (30) days prior to an anniversary date or withdraws from this MOU as permitted in the following paragraph.

XIII. Withdrawal of MOU

The parties understand that implementation of the Employment Connection 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 WIB, in writing, 30 days in advance of that intention. This MOU shall remain in effect until terminated in accordance with this paragraph. Any party may withdraw from this MOU by giving written

notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date and upon completion of any financial and operational commitments.

XIV. Evaluation and Review

The WIB and the Employment Connection Partners agree to meet regularly to discuss issues related to the implementation of this MOU, providing a vehicle for ongoing evaluation, review, and discussion of operational issues.

XV. Grievance and Complaint Resolution

All customers served at the Employment Connection have the right to file a grievance or complaint. Partner staff should be aware of procedures to notify customers of their rights. Grievances or complaints connected with the WIB and its WIOA Title I grant sub-recipients shall be submitted in writing, signed, and dated by the complainant to the WIB. The filing shall be considered a request for a hearing, and the WIB shall issue a written decision within 60 days of the official filing date. All grievance, complaints, and hearing procedures govern the treatment and handling of all grievances or complaints connected with the WIB and its WIOA Title I grant sub-recipients can be found in WIB Directive TUL 19-01.

XVI. Modification and Revision

This is a federal program under the Workforce Innovation and Opportunity Act. Should the United States Department of Labor or the State of California prescribe rules or regulations, which are unknown at this time, that vary from the terms of this agreement, the parties shall each have the right to withdraw from this agreement unless the changes are acceptable to both parties as documented by amendments to this MOU signed by both parties. Should either party be unable to agree with said requirements, they may withdraw in accordance with the Paragraph "WITHDRAWAL FROM MOU" of this document.

XVII. Administrative and Operational Management

It is understood that each Employment Connection Partner agency is subject to its own policies, procedures, regulations, statutes, and any applicable collective bargaining agreements.

Supervision/Day-to-Day Operations

The day-to-day supervision of staff assigned to the Employment Connection Center will be the responsibility of the partner agency's supervisor(s). The employer of staff assigned to the Employment Connection Centers will continue to set the priorities for their staff. Any change in work assignments or problems at the worksite will be handled by the site supervisor(s) and the management of the primary employer.

The office hours for the staff at the Employment Connection Centers will be established by the primary employer's site supervisor(s). All staff will comply with their primary employer's holiday

schedule and coordinate their holiday schedule with the Employment Connection Career Services Provider at the beginning of each calendar year. Each partner will provide a schedule to the OSO to develop an annual partner holiday calendar.

Disciplinary actions for staff assigned to the Employment Connection Center are the sole responsibility of the partner agency. In addition to any disciplinary action by the employing partner, serious offenses by any partner may result in the removal of colocated staff from the Employment Connection Center.

Each party shall be solely liable and responsible for providing all legally required employee benefits to, or on behalf of, its employee(s). In addition, each party shall be solely responsible and save all other parties harmless from all matters relating to the payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

The parties shall first attempt to resolve all disputes informally at the lowest level, starting with the center supervisors and staff. If dispute resolution is not accomplished, any party may request a meeting with the One-Stop Operator as the facilitator to formally discuss and resolve all disputes. Should the parties fail to resolve the dispute, the dispute shall be referred in writing to the OSO. Those issues not resolved by the OSO may be appealed to the WIB, whose decision shall be final.

Press Releases and Communications

The WIB is the primary party when communicating with the press, television, radio, or any other form of media regarding the operation of the Employment Connection System. Each party's public relations policies will determine the participation of each party in press/media presentations. Unless otherwise directed by the other parties, each party shall make specific reference to the Employment Connection as the identifier for all services provided by the Employment Connection partner agencies in all communications.

The parties agree to utilize the Employment Connection logo and America's Job Center of California (AJCC) logo developed by the State of California on buildings identified for Employment Connection/AJCC usage. This could include letterhead, envelopes, business cards, written correspondence, and fax transmittals.

No Joint Venture

The parties expressly agree that it is not intended in any way that this MOU is interpreted as a legal partnership or legal joint venture between the parties. Neither party hereto will make representations to outside parties that a legal partnership exists or that either party is responsible for the debts or defaults of the other.

Indemnification Provision

Each party agrees to indemnify, defend, and hold harmless the other party and its respective officers, agents, and employees from all claims, actions, and losses accruing or resulting to any

person who may be injured or damaged solely by the indemnifying party in its performance of this Agreement, in accordance with Government Code Section 895.4. This provision shall survive the term of this agreement.

XVIII. Assurances of Non-Discrimination

The partner shall not unlawfully discriminate, harass, or allow harassment against any employee, an applicant for employment, or Employment Connection applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation, or marital status. The Employment Connection Partner agrees to comply with the Fair Employment and Housing Act (Government Code Section 12990) and related applicable regulations.

The partner will ensure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibit discrimination based on disability, and other applicable regulations and guidelines issued pursuant to the Act.

XIX. Attachments

- A. Infrastructure Funding Agreement and Other Shared System Costs
- B. Employment Connection System Career Services Consolidated Budget
- C. Employment Connection Theory of Change
- D. Employment Connection Center Location and Contact Information
- E. Partner Referral Guide
- F. Employment Connection Partners and Services Matrix
- G. Partner Description-EDD
- H. Partner Description- TulareWORKS
- I. Partner Description-Title V

XX. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU, and do so commit by signing. Notwithstanding the use of the terms partners and partnerships in this MOU, I understand that these terms are used only in a colloquial sense. Therefore, all parties to this MOU are independent contractors with respect to one another and agree that there is no legally enforceable partnership, agency or joint venture among or between the parties.

This MOU may be executed in duplicate counterparts, each of which shall be deemed a duplicate original. The MOU shall be deemed executed when it has been signed by all Parties. By signing below, all Parties agree that when data are available to determine the AJCC benefit to non-co-located Partners, the infrastructure funding agreement will be renegotiated to include their proportionate share of contributions with the exception of programs identified in WIOA Section 121[h][2][D][iv].

College of the Sequoias

Kern Community College District/Porterville College

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

**Cutler-Orosi Unified School District
Cutler-Orosi Adult**

**Tulare Joint Union High School District
Tulare Adult School**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

San Jose Job Corps

Proteus, Inc.

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

**Porterville Unified School District
Porterville Adult School**

**State of California Employment Development Department
(Workforce Services)**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

**Visalia Unified School District
Visalia Adult School**

**State of California Employment Development Department
(Unemployment Insurance Branch)**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Sequoias Adult Education Consortium

Printed Name and Title

Signature and Date

Community Services Employment Training

Printed Name and Title

Signature and Date

State of California Department of Rehabilitation

Printed Name and Title

Signature and Date

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Signature and Date

**Farmersville Unified School District
Farmersville Adult School**

Printed Name and Title

Signature and Date

America Works of California, Inc.

Printed Name and Title

Signature and Date

Porterville Sheltered Workshop

Printed Name and Title

Signature and Date

Tule River Indian Tribal Council

Printed Name and Title

Signature and Date

Schrank's Clubhouse

Printed Name and Title

Signature and Date

Tulare County Health and Human Services Agency

Printed Name and Title

Signature and Date

SER-Jobs for Progress, Inc.

Printed Name and Title

Signature and Date

Workforce Investment Board of Tulare County

Printed Name and Title

Signature and Date

**State of California Employment Development Department
(Labor Market Information)**

Printed Name and Title

Signature and Date

**Workforce Investment Board of Tulare County
Infrastructure Funding Agreement and Other Shared Cost
Employment Connection Centers – Visalia and Porterville**

I. Parties to this Infrastructure Funding Agreement

Participating in the Infrastructure Cost Agreement:

1. State of California Employment Development Department – Title III Wagner-Peyser
2. Workforce Investment Board of Tulare County – Title I Adult, Dislocated Worker, and Youth
3. State of California Department of Rehabilitation – Title IV Vocational Rehabilitation
4. Community Services Employment Training –SAFE Program, Title V Senior Community Service Employment Program, #LEAD, #GROW
5. Tulare County Health & Human Services Agency – TANF/Welfare-to-Work, TANF/Expanded Subsidized Employment, SNAP/CalFresh
6. SER– Jobs for Progress, Inc. – Title V Senior Community Service Employment Program
7. America Works – Ticket to Work
8. Schrank’s Clubhouse – DHCS – Mental Health Support

Participating in the other shared system – Applicable Career Service Cost:

1. College of the Sequoias
2. Kern Community College District/Porterville College
3. Community Services Employment Training
4. State of California Employment Development Department
5. Tulare County Health & Human Services Agency
6. US Department of Labor/Job Corps
7. Proteus, Inc./Migrant Seasonal Farmworker
8. State of California Department of Rehabilitation
9. Tule River Indian Tribal Council
10. Workforce Investment Board of Tulare County
11. Sequoias Adult Education Consortium
12. Visalia Unified School District/Visalia Adult School
13. Tulare Joint Union High School District/Tulare Adult School
14. Cutler-Orosi Unified School District/Cutler-Orosi Adult School
15. Porterville Unified School District/Porterville Adult School
16. Tulare County Office of Education – Ticket-to-Success
17. Porterville Sheltered Workshop
18. SER – Jobs for Progress, Inc.
19. Farmersville Unified School District/Farmersville Adult School
20. Root & Rebound
21. America Works
22. Schrank’s Clubhouse

II. Consensus

If a one-stop partner appeals to the State regarding infrastructure cost which results in a change to the one-stop partner’s infrastructure cost contributions, the MOU will be updated to reflect the final one-stop partner contribution cost contributions.

Through a series of meetings and information sharing, and in the spirit of inclusion, participation, and cooperation, the Parties have negotiated in good faith to reach a consensus on the Infrastructure Funding Agreement.

III. Comprehensive Employment Connection Centers and Colocated Partners

The WIB and Employment Connection System Partners have chosen to develop a separate infrastructure cost budget for each of the two comprehensive Employment Connection's located in Tulare County.

Employment Connection - 4025 W. Noble Ave., Visalia, CA 93277

1. State of California Employment Development Department/Workforce Services Branch
2. Workforce Investment Board of Tulare County
3. State of California Department of Rehabilitation
4. Community Services Employment Training (CSET)
5. Tulare County Health & Human Services Agency (TC HHSA), through a contractual agreement with CSET.
6. SER—Jobs for Progress, Inc.
7. America Works
8. Schrank's Clubhouse – DHCS – Mental Health Support

Employment Connection - 1063 W. Henderson Ave., Porterville, CA 93257

1. State of California Employment Development Department/Workforce Services Branch
2. Workforce Investment Board of Tulare County
3. State of California Department of Rehabilitation
4. Community Services Employment Training (CSET)
5. Tulare County Health & Human Services Agency (TC HHSA), through a contractual agreement with CSET.

Definition of Colocated Partners – “All Employment Connection System Partners who have a physical presence within the center, either full-time or part-time.”

IV. Infrastructure Cost Allocation Methodology

The colocated Partners agree that the cost methodology to be used to determine the proportionate share of infrastructure costs for each colocated Partner is the proportion of a Partner program's occupancy percentage of the Employment Connection Center (square footage).

The initial proportionate share of infrastructure costs allocated to each Partner is based on the agreed-upon cost allocation methodology, each Partner's estimated total contribution amount, and whether it will be provided through cash, non-cash (in-kind), and/or third-party in-kind contributions. This initial determination will be periodically reconciled against actual costs incurred and adjusted accordingly.

Although cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs are allowable, the partners have agreed that cash contribution is the only method of payment. This cost allocation methodology was selected because it adheres to the following: consistent with federal laws authorizing each Partner's program, complies with federal cost principles in the Uniform Guidance, includes only costs that are allowable, reasonable, necessary, and allocable to each program Partner, is based on a measure that mathematically determines the proportionate use and benefit received by each colocated Partner.

V. Infrastructure Cost Budget: Employment Connection - Visalia

FY 2024-25 Estimated Infrastructure Budget: Employment Connection - Visalia		
<i>Cost Category/Line Item</i>	<i>Line-Item Cost Detail</i>	<i>Annual Cost</i>
Rent		
Rental of Facilities	4025 W. Noble Ave., Visalia Rent	\$ 537,238.36
Subtotal: Rental Costs		\$ 537,238.36
Utilities and Maintenance		
Electric	Southern California Edison	\$ 97,029.20
Gas	Southern California Gas	\$ 3,830.10
Water/ Sewer Connections	City of Visalia	\$ 26,810.70
Custodial	Janitorial Service	\$ 35,000.00
Facility Maintenance/Repair	Building Maintenance and Repairs	\$ 4,233.18
High-Speed Internet **	Internet-Resource Room/Reception/ Computer Lab Internet	\$ 7,758.31
Telephones **	VOIP - AT&T	\$ 4,320.00
Security	Security Guard Contract	\$ 50,500.00
Subtotal: Utilities and Maintenance Costs		\$ 229,481.49
Equipment		
Assistive technology for individuals with disabilities (“Access and Accommodation”)	No expenditures in the previous year.	\$ 0
Copiers **	Resource Room Copier	\$ 2,889.00
Subtotal: Equipment Costs		\$ 2,889.00
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY COLOCATED PARTNERS		
<i>Cost Category</i>	<i>Total Cost</i>	
Subtotal: Rental Costs	\$ 537,238.36	
Subtotal: Utilities and Maintenance Costs	\$ 229,481.49	
Subtotal: Equipment Costs	\$ 2,889.00	
TOTAL COSTS FOR THE EC - VISALIA	\$ 769,608.85	

* Paid through a contractual arrangement

** Not included in EDD sublease

**FY 2024-25 Colocated Partner Infrastructure Cost Budget
Employment Connection – Visalia**

Visalia Employment Connection Colocated Partners	Funding Source	Shared Infra- structure Costs	Methodology Square Footage Occupancy	Allocated Initial Share Amount: Cash
EDD: Workforce Services Branch	Title III Wagner-Peyser	\$ 769,608.85	5,566 Sq. Ft.	\$ 178,684.43 ** \$ 2,282.05 \$ 180,966.47 <i>(Costs not included in EDD sublease.)</i>
Department of Rehabilitation	Title IV Vocational Rehabilitation	\$ 769,608.85	231.79 Sq. Ft.	\$ 7,620.91
Workforce Investment Board	<ul style="list-style-type: none"> • WIOA Title I Adult/DW • WIOA Title I Youth 	\$ 769,608.85	<ul style="list-style-type: none"> • 10,509.95 Sq. Ft. • 3,437.97 Sq. Ft. 	\$ 327,182.30 \$ 112,814.27
Tulare County HHSA via contract with CSET *	<ul style="list-style-type: none"> • Temporary Aide for Needy Families/ Welfare-to-Work • SNAP/CalFresh 	\$ 769,608.85	<ul style="list-style-type: none"> • 957.66 Sq. Ft. • 108.27 Sq. Ft. 	\$ 31,738.21 \$ 3,623.84
Tulare County HHSA via contract with WIB	<ul style="list-style-type: none"> • Temporary Aide for Needy Families/Expanded Subsidized Employment 	\$ 769,608.85	<ul style="list-style-type: none"> • 609.98 Sq. Ft. 	<u>Annual:</u> ***\$ 12,499.96 (upon move-in thru 6/30/25) <u>Monthly:</u> \$ 1,664.92
CSET	<ul style="list-style-type: none"> • SAFE • #LEAD • #GROW 	\$ 769,608.85	<ul style="list-style-type: none"> • 1,049.16 Sq. Ft. • 195.97 Sq. Ft. • 122 Sq. Ft. 	\$ 34,912.33 \$ 6,582.00 \$ 4,067.96
SER, Jobs for Progress	Title V Senior Community Service Employment Training Program	\$ 769,608.85	234.84 Sq. Ft.	\$ 7,839.85
America Works	Ticket to Work	\$ 769,608.85	108.27 Sq. Ft.	\$ 3,623.84
Schrank's Clubhouse	Mental Health Services	\$769.608.85	870.74 Sq. Ft.	<u>Annual:</u> ***\$ 28,657.81 (effective 3/1/25 thru 6/30/25) <u>Monthly:</u> \$ 2,388.15

* *Paid through a contractual arrangement*

** *Not included in EDD sublease*

*** *Prorated monthly amount*

VI. Infrastructure Cost Budget: Employment Connection – Porterville

FY 2024-25 Estimated Infrastructure Budget: Employment Connection - Porterville		
<i>Cost Category/Line Item</i>	<i>Line Item Cost Detail</i>	<i>Annual Cost</i>
Rent		
Rental of Facilities	1063 W. Henderson Ave., Porterville Rent	\$ 206,954.88
Subtotal: Rental Costs		\$ 206,954.88
Utilities and Maintenance		
Electric	Southern California Edison	\$ 42,563.70
Gas	Southern California Gas	\$ 1,418.79
Water/ Sewer Connections	City of Porterville	\$ 3,310.51
Custodial	Janitorial Service	\$ 25,350.00
Facility Maintenance/Repair	Building Maintenance and Repair	\$ 6,876.28
High-Speed Internet **	Internet RR/Reception/Computer Lab	\$ 3,973.86
Telephones **	VOIP – AT&T	\$ 4,146.77
Security	Security Guard Contract	\$ 50,500.00
Subtotal: Utilities and Maintenance Costs		\$ 138,139.91
Equipment		
Assistive technology for individuals with disabilities (“Access and Accommodation”) **	No expenditures in previous year.	\$ 0
Copiers**	Resource Room Copier	\$ 500.00
Subtotal: Equipment Costs		\$ 500.00
SUMMARY OF TOTAL INFRASTRUCTURE COSTS TO BE SHARED BY COLOCATED PARTNERS		
<i>Cost Category</i>	<i>Total Cost</i>	
Subtotal: Rental Costs	\$ 206,954.88	
Subtotal: Utilities and Maintenance Costs	\$ 138,139.91	
Subtotal: Equipment Costs	\$ 500.00	
TOTAL INFRASTRUCTURE COSTS FOR THE EC - Porterville	\$ 345,594.79	

* Paid through a contractual arrangement

** Not included in EDD sublease

**FY 2024-25 Colocated Partner Infrastructure Cost Budget
Employment Connection – Porterville**

Porterville Employment Connection Colocated Partner	Funding Source	Shared Infra- structure Costs	Methodology Square Footage Occupancy	Allocated Initial Share Amount: Cash
EDD: Workforce Services Branch	Title III - Wagner-Peyser	\$ 345,594.79	3,563 Sq. Ft.	\$ 108,429.42 **\$ 1,802.34 \$ 110,231.75 <i>(Costs not included in EDD Sublease.)</i>
Department of Rehabilitation	Title IV - Vocational Rehabilitation	\$ 345,594.79	135.12 Sq. Ft.	\$ 4,314.16
Workforce Investment Board	<ul style="list-style-type: none"> • Title I - Adult/Dislocated Worker • Title I – Youth 	\$ 345,594.79	<ul style="list-style-type: none"> • 4,660.70 Sq. Ft. • 1,013.37 Sq. Ft. 	\$ 156,340.67 \$ 31,709.92
Tulare County HHSA via contract with CSET *	Temporary Aide for Needy Families Welfare-to-Work	\$ 345,594.79	522.22 Sq. Ft.	\$ 16,354.91
Tulare County HHSA via contract with WIB *	Temporary Aide for Needy Families Expanded Subsidized Employment	\$ 345,594.79	475.57 Sq. Ft.	<u>Annual:</u> ***\$ 14,924.61 (upon move-in thru 6/30/25) <u>Monthly:</u> *** \$ 1,243.72
CSET	SAFE	\$ 345,594.79	471.02 Sq. Ft.	\$ 11,718.76

* *Paid through a contractual arrangement*

** *Not included in EDD sublease*

*** *Prorated monthly amount*

VII. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing. Notwithstanding the use of the term’s partners and partnerships in this MOU, I understand that these terms are used only in a colloquial sense. Therefore, all parties to this MOU are independent contractors with respect to one another and agree that there is no legally enforceable partnership, agency, or joint venture among or between the parties.

Colocated Partners Sharing Infrastructure Cost (Visalia and Porterville)

This Infrastructure Funding Agreement may be executed in duplicate counterparts, each of which shall be deemed a duplicate original. The Infrastructure Funding Agreement shall be deemed executed when it has been signed by all Parties.

By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

Adam Peck, Executive Director

Printed Name and Title



Signature and Date

APPROVED BY
WORKFORCE INVESTMENT BOARD
MINUTES OF 09-11-2024

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Signature and Date

State of California Employment Development Department

Printed Name and Title

Signature and Date

State of California Department of Rehabilitation

Printed Name and Title

Signature and Date

Tulare County Health and Human Services Agency

Printed Name and Title

Signature and Date

Schrank’s Clubhouse

Printed Name and Title

Signature and Date

Community Services Employment Training

Printed Name and Title

Signature and Date

SER – Jobs for Progress, Inc

Printed Name and Title

Signature and Date

America Works

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Christina Garza, EDD/WSB Deputy Division Chief

Printed Name and Title

Printed Name and Title

Christina Garza 9/20/2024

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank’s Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Shayn Anderson **Regional Director**

Printed Name and Title

Printed Name and Title

9-24-24

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank’s Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Vienna Barnes- Deputy Director

Printed Name and Title

Printed Name and Title



9/16/24

Signature and Date

Signature and Date

Schrank’s Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank's Clubhouse

Gwendolyn Schrank / CEO

Printed Name and Title

Gwendolyn Schrank 9-17-24

Signature and Date

VII. Authority and Signatures

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Colocated Partners Sharing Infrastructure Cost (Visalia and Porterville)

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By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Mary Alice Escarsega-Fechner, Executive Director

Printed Name and Title

Printed Name and Title

E-SIGNED by Mary Alice Escarsega-Fechner
on 2024-09-16 08:31:28 PDT **September 16, 2024**

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank's Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing. Notwithstanding the use of the term's partners and partnerships in this MOU, I understand that these terms are used only in a colloquial sense. Therefore, all parties to this MOU are independent contractors with respect to one another and agree that there is no legally enforceable partnership, agency, or joint venture among or between the parties.

Colocated Partners Sharing Infrastructure Cost (Visalia and Porterville)

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By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Saul Palomares - Director

Printed Name and Title

Signature and Date

S. P. 9/20/24

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank's Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency


America Works

Printed Name and Title

Lee Bowes CEO

Printed Name and Title

Signature and Date

 10/16/24

Signature and Date

Schrank's Clubhouse

Printed Name and Title

Signature and Date

VII. Authority and Signatures

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Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for HHSA**

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Tulare County Health and Human Services Agency

America Works

Printed Name and Title

Printed Name and Title

Signature and Date

Signature and Date

Schrank's Clubhouse

Gwendolyn Schrank / CEO
Printed Name and Title

Gwendolyn Schrank 9-17-24
Signature and Date

VII. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing. Notwithstanding the use of the term's partners and partnerships in this MOU, I understand that these terms are used only in a colloquial sense. Therefore, all parties to this MOU are independent contractors with respect to one another and agree that there is no legally enforceable partnership, agency, or joint venture among or between the parties.

Colocated Partners Sharing Infrastructure Cost (Visalia and Porterville)

This Infrastructure Funding Agreement may be executed in duplicate counterparts, each of which shall be deemed a duplicate original. The Infrastructure Funding Agreement shall be deemed executed when it has been signed by all Parties.

By signing below, all Parties agree to the terms prescribed in the sharing of infrastructure costs.

Workforce Investment Board of Tulare County

**Tulare County – County Administrative Officer
Attest for IHSA**

Printed Name and Title

Signature and Date

Printed Name and Title

Signature and Date

State of California Employment Development Department

Community Services Employment Training

Printed Name and Title

Signature and Date

Printed Name and Title

Signature and Date

State of California Department of Rehabilitation

SER – Jobs for Progress, Inc

Printed Name and Title

Signature and Date

Printed Name and Title

Signature and Date

Tulare County Health and Human Services Agency

America Works

Gwendolyn Schrank

Printed Name and Title

Gwendolyn Schrank 2-7-25

Signature and Date

Printed Name and Title

Signature and Date

Schrank's Clubhouse

**Employment Connection System
Career Services Consolidated Budget**

Attachment B

Applicable Career Services	Title I Adult	Title I DW	Title I Youth	Title II AEL	Title III WP	Title IV VR	Native American
Basic Career Services <ul style="list-style-type: none"> Title I-Elig./Assessment Outreach, Intake, Orientation Labor Exchange/Job Search Referrals/LMI Support Service Info. UI/Financial Aid Info. 	WIB \$422,908	WIB \$383,086	WIB \$1,418,741	COUSD \$5,000 PAS \$50,000 TAS \$525,000 VAS \$850,000 FAS \$5,000 Proteus, Inc. \$126,430	EDD/WSD/WP \$1,494,301 TAA \$71,410 EDD-LMI \$41,277	DOR \$1,570,844	TR Tribal Council \$124,805
	\$422,908	\$383,086	\$1,418,741	\$1,561,430	\$1,606,988	\$1,570,844	\$124,805
	TANF	CTE	SCSEP	Job Corps	CSBG	UI	MSFW
	TCHHSA \$4,303,205	PC \$49,005 COS \$259,450	CSET \$3,718 SER \$17,500	Job Corps \$1,512	CSET \$3,874	EDD DCAF \$217 EDD UI \$68,254	Proteus \$303,137
	\$4,303,205	\$308,455	\$21,218	\$1,512	\$3,874	\$68,471	\$303,137
	VETS JVSG	Community Partners	Ticket to Success	Transitional Youth	SAEC	Supported Employment	#LEAD
	EDD/JVSG \$206,132	PSW \$29,548	TCOE \$73,321	CSET \$27,442	SAEC \$400,000	CSET \$45,000	CSET \$23,746
	\$206,132	\$29,548	\$73,321	\$27,442	\$400,000	\$45,000	\$23,746
Root & Rebound	America Works	Schrank's Clubhouse				Basic Career Services Total	
RR - \$40,000	Am.Wrks - \$30,000	SC - \$25,000				\$12,988,863	
\$40,000	\$30,000	\$25,000					
Applicable Career Services	Title I Adult	Title I DW	Title I Youth	Title II AEL	Title III WP	Title IV VR	Native American
Individualized Career Services <ul style="list-style-type: none"> Comprehensive Assessment/IEP Career Plan/Counsel Short-term Pre-voc Internship/Work Experience Financial Literacy IET/ELA/WF Preparation 	WIB \$2,311,516	WIB \$1,739,310	WIB \$1,418,741	COUSD \$5,000 PAS \$100,000 TAS \$500,000 VAS \$1,300,000 FAS \$5,000 Proteus, Inc. \$126,430	EDD/WSD/WP \$263,699 TAA \$12,601 EDD-LMI \$41,277	DOR \$1,570,844	TR Tribal Council \$83,204
	\$2,311,516	\$1,739,310	\$1,418,741	\$2,036,430	\$317,577	\$1,570,844	\$83,204
	TANF	CTE	SCSEP	Job Corps	CSBG	UI	MSFW
	TCHHSA \$4,303,205	PC \$49,005 COS \$259,450	CSET \$3,718 SER \$17,500	Job Corps \$1,512	CSET \$3,874	EDD DCAF \$271 EDD UI \$68,254	Proteus \$303,137
	\$4,303,205	\$308,455	\$21,218	\$1,512	\$3,874	\$44,414	\$303,137
	VETS JVSG	Community Partners	Ticket to Success	Transitional Youth	SAEC	Supported Employment	#LEAD
	EDD \$36,375	PSW \$29,548	TCOE \$73,321	CSET \$27,442	SAEC \$400,000	CSET \$45,000	CSET \$23,746
	\$36,375	\$29,548	\$73,321	\$27,442	\$400,000	\$45,000	\$23,746
Root & Rebound	America Works	Schrank's Clubhouse				Individualized Career Services Total	
RR - \$40,000	Am.Wrks - \$30,000	SC - \$25,000				\$15,170,123	
\$40,000	\$30,000	\$25,000					

THE ISSUE

Across Tulare County, far too many individuals lack the skills needed to secure in-demand, family-sustaining jobs.

THEORY OF CHANGE

OUR VALUES

Customer-Centered

We believe in tailoring an individual's services to their unique needs, using empathy and genuine connection to build trust and deliver meaningful impact.

Skills-Focused

We believe that skills development leads to high-quality jobs, enabling individuals to support their families and contribute to a thriving community.

Welcoming

We believe in cultivating belonging by creating a safe, respectful, and inviting space.

Inclusive and Accessible

We believe that everyone, regardless of background or circumstance, should have access to resources and opportunities to thrive.

Collaborative

We believe in creating a cohesive system that ensures effective, coordinated services for our customers.

Empowerment

We believe in equipping people with skills, guidance, and resources to foster confidence and lasting success.

OUR STRATEGIES



Professional Well-Equipped Staff

We invest in training and professional development to ensure staff have the support, resources, and skills needed to deliver high-quality, customer-focused services.



Community Partnership

We collaborate with partners to leverage resources, integrate services, and increase access to tools and opportunities.



Guided Support and Coaching

We provide personalized, culturally sensitive coaching and holistic support to help customers set goals, build skills, and overcome barriers.



Local Talent Pool Development

We help customers gain the skills needed to fill in-demand positions, creating a talent pool of qualified candidates for local businesses.



Lifelong Skills Development

We encourage continuous growth and development, providing opportunities for individuals to build skills, expand their networks, and develop the social capital needed to navigate and thrive in a changing job market.



Customer Data and Insights

We actively seek and incorporate feedback and data, to ensure our policies and strategies are customer-centered.

OUR CUSTOMERS

Job Seekers

Businesses

EXPECTED IMPACTS

The system fosters personal and professional growth, helping individuals overcome obstacles, realize their potential, and contribute to a more connected community.

Collaborative partnerships maximize resource-sharing, ensuring individuals and businesses, experience a coordinated, high-impact service system.

Every person has equitable access to workforce services that equip them for success, regardless of their background or barriers.

Families break cycles of poverty, and achieve sustainable economic independence through skill development that leads to a good job.

The EC system serves as a reliable talent pipeline for local employers, ensuring they have access to skilled job-ready candidates.



Employment Connection
AJCC Locations and Contact Information
Website: www.employmentconnect.org

Employment Connection – Visalia Comprehensive Center

4025 West Noble Ave, Suite B
Visalia, CA 93277

Phone: (559) 713-5000

Employment Connection – Porterville Comprehensive Center

1063 West Henderson Ave
Porterville, CA 93257

Phone: (559) 788-1400

Employment Connection – Tulare Affiliate Center

155 North “K” Street
Tulare, CA 93274

Phone: (559) 684-1987

Employment Connection – Dinuba Affiliate Center

400 West Tulare Street
Dinuba, CA 93618

Phone: (559) 406-1001

Employment Connection - Partner Referral Process

The Employment Connection Partners are committed to seamless customer access through a **No Wrong Door** approach, ensuring individuals can connect with workforce services regardless of their entry point. The referral process is designed to enhance collaboration among partners, ensuring staff, both colocated and non-colocated, are well-informed about each program's services and basic eligibility requirements.

To support this, a **Partner Guide** has been developed as a key resource to help staff make informed referrals and establish meaningful connections to partner programs. Each partner has completed the **Partner Referral Guidelines template**, which provides an overview of each partner's services.

The guide includes:

- Basic eligibility requirements
- Program services offered
- Average wait time for eligibility determination
- Duration of programs
- Follow-up services
- Contact information (including an option designated contact person)
- Office hours and locations

The goal is to focus on **high-quality referrals** that are likely to convert into services. The Partner Guide is available in the [Employment Connect System](#) resource folder and is a key tool for staff to effectively support customers.

Part 1: Referral Process for Staff Making Referrals

1. Submitting a Referral

Employment Connection Partner staff can submit referrals using:

- a. The Employment Connection website: www.employmentconnect.org
- b. The fillable [PDF Referral Form](#)

2. Preparing the Customer for Referral

- a. Staff provides an overview of program services and helps the customer make an informed decision about participating.

- b. Staff screens for basic eligibility requirements and assists in gathering necessary documents to successfully receive services (e.g., Social Security Card, Drivers License).
- 3. Complete Referral**
- a. Staff submits the referral form
 - b. If using the web-based form, the referring agency will receive a confirmation copy of the referral.
 - c. A copy may also be provided to the customer and/or uploaded to their file if applicable.

Part 2: Referral Process for Partners Receiving Referrals

4. Receiving and Responding to Referrals

- a. All Employment Connection Partners must designate 1-2 Single Points of Contact(s) (SPOC) to receive referrals
- b. SPOC must contact the referred customer within two business days of receiving the referral.
- c. Upon receiving the referral, SPOCs must acknowledge receipt of the referral to the referring partner.
- d. If SPOC is unable to reach the referred customer, they must contact the referring agency.
- e. The Employment Connection Partner receiving the referral tracks referral outcome, including:
 - i. Customer connection: Was contact successfully made?
 - ii. Referral appropriateness: Was the referral a good fit for the services the customer was referred for?

5. Tracking and Maintaining Referral Data

- a. Electronic referrals made through the Employment Connection website are automatically tracked in a shared system (no additional reporting needed).
- b. PDF Referral Forms must be tracked manually by partner agencies. Each month, partners must:
 - i. Email the total number of PDF referrals received to ehernandez3@tularewib.org.
 - ii. Use the subject line: Partner Referrals – (Total Number of Referrals)
 - iii. Include any comments or feedback to improve the referral process.

6. Maintaining Updated Partner Information

- a. Each Employment Connection Partner is responsible for keeping their **Partner Guidelines and SPOC** information up to date.

- b. To ensure accurate and effective referrals, any updates to agency services, eligibility requirements, or SPOC contact details must be submitted to Edith Hernandez at ehernandez3@tularewib.org.

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 - iii. Include any comments or feedback to improve the referral process.

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A proud partner of America's Job Center of CaliforniaSM network.

Employment Connection Partner Referral

The information below contains personal information for the referred individual. Refer to the At-A-Glance Partner Guide for descriptions of services and resources by partner program.

Please ensure:

- Individual is aware that their information is being shared and provides consent.
- Referral is being referred to the appropriate agency; AND
- Referral information is only available to staff responsible for service delivery.

By checking below, you certify that the individual being referred has provided consent to release information disclosed on the referral form to the partner agency for the purpose of service delivery.

Individual provided consent.

Customer Name:	Date:	
Preferred method of contact:		
Phone:	Email:	
WIOA State ID (if applicable):		
Which partner or program would you like to refer to today?		
Reason for referral: (Check all that apply)		
<input type="checkbox"/> Job Search Assistance	<input type="checkbox"/> Vocational Training	<input type="checkbox"/> Work Readiness Workshops
<input type="checkbox"/> EDD Questions	<input type="checkbox"/> Other Supportive Services	

Referred from:
Staff Name:
Phone:
E-mail:

Receiving Partner Use Only
Date Referral Received:

Employment Connection - Partners and Services Matrix

Access Methods:

- L Co-located (part-time/full-time staff on site)
- D Direct access through real time technology
- X Cross-information sharing/customer referral

One-Stop identifiers:

- 1 Dinuba
- 2 Tulare
- 3 Porterville
- 4 Visalia
- 5 All Centers

Agency:	Core Partners										Other Required Partners										Community Partners										
	Title I Adult/DW	Title I Youth	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title III WP	Title IV Voc Rehab	TANF WtW	CTE	CTE	MSFW (Sec 167)	TAA	Vets (JVSG)	JC	UI	SCSEP	SCSEP	Native (Sec 166)	CSBG	Ticket to Work	Supported Employment	#LEAD	Youth Transitions	PSW	Schrank's Clubhouse	Navigators		
	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSA	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC		
Basic Career Services																															
WIOA Eligibility	L5	L5				X2				L, X5				L1	L1				L, X2, 3, 4	D, X5	D										
Outreach, Intake, Orientation	L5	L5				X2			L3, 4 X1, 2	L, X5			X4	L1	L1	L3, 4	X4		L, X2, 3, 4	D, X5	D	X 234	x2					X5			
Initial Assessment	L5	L5					D		L3, 4	D	L5			L1	L1				L, X2, 3, 4	D, X5	D						D				
Labor Exchange, Job Search Assistance	L5	L5					D		L3, 4, X1	D						L3, 4			L, X 2, 3, 4	D, X5	D		d2				D, X3, 4	X5			
Referrals to One-Stop Partners	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X				X	X	X, D5, L4		
Labor Market Information	L5	L5							D1, 2, D5	L, D3, 4			D			L3, 4	D				D		x					D5			
Performance & Cost Information	L5	L5								D				D	D							D		L, D2							
Supportive Services Information	L5	L5	D	X	X	X	DX		D1, 2, D5	D	L5	X	X	D	D	L3, 4	D		L, D2, 3, 4	D, X5	D	D					L, D3, 4	L, D, X, 5	X, D5, L4		
UI Information/Assistance	X								D1, 2, D5					42		D3, 4		D5	X		D		L, D2				X				

Employment Connection - Partners and Services Matrix

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	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSA	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC
Financial Aid Information	L5	L5					X						D						X2, 3, 4		D								X, D5, L4
RESEA									L3, 4																				
Individualized Career																													
Comprehensive and specialized assessments	L5	L5					D			D					D						D, X5	D					D	DX5	
Individual Employment Plan	L5	L5			D 4				L3, 4	D					L3, 4						DX12 34	D	L2				D	DX5	
Career Plan/Counseling	L5	L5			D 4		D		L3, 4	D				D	D	L3, 4	D			D	D, X5	D	L2				D	DX5	
Short-Term Prevocational Services	L5			X 5	X 1234	X 1234	D			D				D	D							D							X, D5, L4
Internships, Work Experience	L5	L5		D 3	D 4		D			D				D	D		D				D, X5	D					D	DX5	
Out-of -Area Job Search							D		L3, 4	D	D					L3, 4					D, X5	D	D				D	D	
Financial Literacy	L5	L5		X	X							D					D				D, X5	X	D	L2				DX5	
English Language Acquisition	X	X		D	D		D			X																			

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	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSa	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC
Workforce Preparation Services	L5	L5	DX	X 5	X 5	X 5	D		L3, 4, X1	D						L3, 4	D		D	D	D						L, D2, 3, 4	DX5	L, D1, 3, 4
Training Services																													
Occupational skills training	L5	L5		X 5	X 5	X 5						X5	X5	X5	X5		D		X5	D, X5	X						L 3	DX5	X, D5, L4
On-the-Job Training	L3, 4	X1, 2												L1	L1												L3		
Incumbent worker training	L3, 4	X1, 2										X3, 4	X3, 4																X5
Workplace training with related instruction				X	D 4							D																	X5
Training Programs - Private sector																				D	X						D3, 4		
Skills upgrading and retaining	X5											D	D	D	D						D						L, D3, 4		
Entrepreneurial training													D	44								D							DX5

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	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSA	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC	
Transitional Job	L5										L5								X2, 3, 4		D, X5									
Job readiness training combination with another training service	L3, 4	X1, 2		D	D												D										L3	DX5	X, D5, L4	
Adult educational/Literacy with another training program	X5	X5	D	D	D4	D								D	D		D					X							X5	
Customized training with employer(s) with intent to hire upon successful completion of training	L5																												DX5	X5
Business Services																														
Employer Directory																								D						
Tax Credit information or processing	X3, 4																													D,X

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Assessment of client skills, interest, aptitude and/or work values	L5																		L2, 3, 4	D, X5	D		D						L, X2, 3, 4	DX5
Job specification development	L3, 4	X1, 2																											L, D2, 3, 4	DX5
Fee or licensing information	X5																													
Business assistance (Labor Code, Tax Codes & Cal/OSHA Workshops)										L, D3, 4													X							
Interviewing facilities	L5								L3, 4												D	D								
Job readiness training	L5										L5								L, X5	D, X5	D								L, D2, 3, 4	DX5
Consulting services and workshops																							D						DX5	
Business Planning & Management														46									D							

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Research Services																							D								
Marketing & E-Commerce Support																							D								
Other services identified by the employer community (i.e. workshops on ADA)									X3, 4	D																				DX5	
Cross inform partners about business services available	L3, 4								L3, 4 X1, 2	L3, 4					L3, 4 X1, 2		X													DX5	
Other																															
General Services (i.e. GED/HSD)	X	X	D	D	D4	D	D			X				D	D		D					X	X	X							
Guided tours of the One-Stop	L5	L5																												L4	
Transitional Services				D			D																							D5, L4	
Child Care Referrals	X	X		X	X4		D			X	D																				

Employment Connection - Partners and Services Matrix

Access Methods:

- L Co-located (part-time/full-time staff on site)
- D Direct access through real time technology
- X Cross-information sharing/customer referral

One-Stop identifiers:

- 1 Dinuba
- 2 Tulare
- 3 Porterville
- 4 Visalia
- 5 All Centers

Agency:	Core Partners										Other Required Partners										Community Partners								
	Title I Adult/DW	Title I Youth	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title II AEL	Title III WP	Title IV Voc Rehab	TANF WtW	CTE	CTE	MSFW (Sec 167)	TAA	Vets (JVSG)	JC	UI	SCSEP	SCSEP	Native (Sec 166)	CSBG	Ticket to Work	Supported Employment	#LEAD	Youth Transitions	PSW	Schrank's Clubhouse	Navigators
	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSa	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC
Provide information brochures, posters, handouts	L5	L5	D	D	D	D	D		D		D	D	D		D	D	D	D	D	D	D	D					D	D5	D5, L4
Provide video, electronic presentations & online links (multi-media formats) regarding services	L5				D						D					D					D	D	D					D5	D5
Resources and staff on an as-available basis to the system	L5	L5	D	D	D	D	D		L1, 3, 4		L1, 3, 4					D			L1, 3, 4		D	D							L4
Certification for Limited Examination & Appointment Program (LEAP) Schedule A&B (Public Employment)											D																		

Employment Connection - Partners and Services Matrix

Access Methods:

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	WIB	WIB	COAS	PAS	VAS	TAS	FAS	Proteus	EDD	DOR	HHSA	COS	PC	Proteus	EDD	EDD	Job Corps	EDD	CSET	SER	Tule River	CSET	America Works	CSET	CSET	CSET	PSW	Mental Health - Peer Spt	SAEC
Energy Assistance information and referral	X						X															D							
Tax preparation assistance for seniors	X						X															D							
Learning Disability Assessment (Pre-enrollment & Post enrollment at Porterville College)	X			X						L, D3, 4																			
Tutoring, GED Study Class, Life-goal study assistance, Referral to testing	X			D	D		D							L, D1	L, D1		D		D								X5	D, X5, L4	
Information and assistance in applying for TulareWORKS services	X			X	X		X				D											D,X							

Employment Development Department Workforce Services Branch (WSB)

Partnership Description

Jobs for Veterans State Grants (JVSG)

Website: https://edd.ca.gov/siteassets/files/pdf_pub_ctr/de8714t.pdf

- The Employment Development Department (EDD) assists veterans and their eligible spouses to maximize their employment and training opportunities. Veterans are entitled to many resources designed to help them search for employment.

Migrant Seasonal Farm Workers (MSFW)

Website:

http://www.edd.ca.gov/jobs_and_training/Migrant_and_Seasonal_Farm_Worker_Outreach_Program.htm

- Through this program, the specialized staff is located in offices that serve all regions of the state to help agricultural employers find skilled and qualified workers in a timely manner while also assisting workers in connecting with employers and community resources.

Personalized Job Search Assistance (PJSA)

Website: http://www.edd.ca.gov/UIBDG/Miscellaneous_MI_100.htm

- The Personalized Job Search Assistance (PJSA) appointment offers selected claimants job search services, labor market information and assists them with entering resumes in CalJOBSSM. Written appointment notices are mailed to selected claimants with the date, time, and location of the PJSA session.

Reemployment Services and Eligibility Assessment (RESEA)

Website: <https://edd.ca.gov/en/Unemployment/return-to-work>

- The RESEA program is designed to assist selected UI claimants in re-entering the workforce. This program also ensures selected claimants meet all eligibility requirements and gives access to America's Job Center of California. UI claimants who are selected must attend the appointment and complete the program's services.

Trade Adjustment Assistance (TAA)

Website: http://www.edd.ca.gov/pdf_pub_ctr/de8714x.pdf

- Trade Adjustment Assistance (TAA) is a federal program that provides benefits and support to workers who have lost their jobs due to foreign trade, including increased imports or a shift in production outside the United States.
- The TAA program provides eligible workers with opportunities to get the skills, credentials, resources, and support needed to become reemployed as quickly as possible.

UI Navigator - Claim Filing Assistance and Information

- The WSB is committed to providing a WSB UI Navigator staff on-site at the AJCC office to assist the Unemployment Insurance (UI) customer with UI claim filing, accessing UI online, viewing tutorials, and FAQs.
- The UI Navigator analyzes customer UI needs in-depth, using all available tools and resources to resolve or elevate customer questions and/or complaints. Accepts, reviews, and routes complaints to appropriate entities in accordance with the Workforce Services (WS) Complaint System Manual.

- Identifies when to direct customers to Unemployment Insurance Branch (UIB) and facilitates the connection (i.e., AskEDD, UI Direct Line, Contact EDD).

Youth Employment Opportunity Program (YEOP)

Website: [https://edd.ca.gov/en/Jobs and Training/Youth Employment Opportunity Program](https://edd.ca.gov/en/Jobs_and_Training/Youth_Employment_Opportunity_Program)

- The Youth Employment Opportunity Program (YEOP) helps at-risk youth between the ages of 15 and 25 achieve their educational and vocational goals through various specialized services. YEOP specialists are peer advisors with similar experiences who work with youth as mentors and career coaches. They can provide referrals to supportive services, career coaching, employment preparation, and training.

Unemployment Insurance Branch (UIB)

Program Eligibility

- The EDD provides UI claim information online to customers on UI OnlineSM and by mailing the following documents that can be utilized when determining eligibility for the local Title I programs.
 - Notice of Unemployment Insurance Award (DE 429Z)
 - Notice of Unemployment Insurance Claim Filed (DE 1101CLMT)

California Training Benefits (CTB)

Website: [http://www.edd.ca.gov/pdf pub_ctr/de8714u.pdf](http://www.edd.ca.gov/pdf_pub_ctr/de8714u.pdf)

- Participate in consistent and meaningful collaboration and communication pathways within the California Training Benefits (CTB) programs, including a streamlined and expedited response time to determination requests sent to UI for CTB eligibility received from the local areas.
- Provide training information to job seekers. (CTB fact sheet)

UI Claim Filing Assistance and Information

- The UI program is committed to providing WSB staff with training on resources available on the EDD website for filing a UI claim, accessing UI Online, and viewing tutorials and FAQs.
- WSB staff will guide UI customers through the online methods for filing a UI claim, which is available on the EDD website. Under some circumstances, as outlined in UI/WSB policy and procedure, the WSB staff may utilize tools available through the Public Service Program (PSP) to resolve customer-facing issues.
- The UI and WSB branches collaborate to ensure the PSP SPOC line is available in the offices.

Work Share

Website: [http://www.edd.ca.gov/unemployment/Work Sharing Program.htm](http://www.edd.ca.gov/unemployment/Work_Sharing_Program.htm)

- The Work Share program is available to employers who reduce employee hours and wages as an alternative to layoffs. An employer may apply for Work Share if there is a reduction in production, services, or other conditions that meet eligibility requirements.

Tulare County Health and Human Services-TulareWORKs

Partnership Description

Tulare County Health and Human Services Agency-TulareWORKs will be an active partner in providing essential resources and services to children, individuals, and families experiencing financial hardship, life crises, or barriers to employment. Additionally, TulareWORKs will continue to partner with community organizations in an effort to minimize employment barriers, provide job skills training, and facilitate additional support services.

TulareWORKs will assess the level of need for services available through TulareWORKs and Employment Connection (One Stops). A TulareWORKs staff person will be available on a part time basis to the Porterville and Visalia One Stop locations based on the need. The level of staffing will depend on foot traffic. TulareWORKs will work with Workforce Investment Board staff to ensure connectivity needs with the One-Stops are met. This can include installing specific equipment or software as/if needed.

TulareWORKs will ensure direct phone access to our staff to answer questions and provide information about the services we offer.

TulareWORKs will provide training to one stop staff about the services we offer including the benefitscalwin.org website that the community can use to apply for services.

It is anticipated that customers will receive information and apply for those services available through TulareWORKs which includes:

- **CalWORKs:** The CalWORKs (California Work Opportunity and Responsibility to Kids) program provides temporary cash assistance to eligible families with children to help pay for necessities like clothing, housing, and food.
- **Employment Services:** If you are unemployed and receiving benefits through CalWORKs, the Employment Services Program (Welfare-to-Work) will provide job training and assist you in seeking employment.
- **CalFresh:** provides monthly benefits that help eligible low-income households buy healthy and nutritious food.
- **Medi-Cal:** Receiving medical care is important for everyone. Medi-Cal is California's Medicaid health care program, which pays for a variety of medical services for eligible children and adults with low income.
- **Housing Support Program:** Intended to assist homeless CalWORKs participants into rental housing.
- **CalWORKs Homeless Program:** A once every twelve month program that will assist with temporary and permanent housing for CalWORKs participants.

- **Family Stabilization Program:** Provides assistance to CalWORKs participants that have barriers such as Mental Health, AOD, Domestic Abuse and Life Skills.
- **CalLearn:** Assist CalWORKs recipients under the age of 19 and have not obtained a High School Diploma or equivalent and resides with a child in the AU or pregnant.

Community Services and Employment Training Title V Partner Services

Partnership Description

CSET operates the Title V Senior Community Service Employment Program (SCSEP) under contract to the Kings/Tulare Area on Aging. Eligible customers are low-income individuals who are 55 years of age and older with poor employment prospects. Through the program, residents of Tulare and Kings Counties receive training in part-time community service assignments for up to 48 months, while also receiving assistance in developing the skills and experience they need to transition to unsubsidized employment when they exit the program.

Community service assignments include nonprofit and public agencies, such as schools, libraries, community based organizations, senior centers, nutrition sites, and training centers. Employment Connection One-Stop Centers also offer SCSEP customers an exceptional experience in a professional environment.

Priority is given to individuals who are 65 years of age and older and have poor employment prospects. Eligibility criteria include (1) age, 55 years or older; (2) family income at a maximum of 125% of currently published poverty guidelines; (3) residency in the State of California; and, (4) must be unemployed.

Tulare County residents are assessed for co-enrollment in WIOA services available through the Employment Connection system. Kings County residents are not assessed for co-enrollment and may be referred to Kings County JTO for additional services.

SCSEP services are offered at Employment Connection Centers, providing an integrated service delivery approach. The following SCSEP activities are available at the ECs, as specified in the AJCC Partners and Services Matrix:

- Assistance of the SCSEP coordinator, who primarily provides WIOA services.
- Orientation, which includes an introduction to WIOA services and other partner services.
- Access to weekly WIOA career workshops.
- Access to the EC Resource Room.
- Referrals to WIOA services and other partner services.
- Placement site for SCSEP community service assignments

Annual funding provides for a small percentage for salary of the SCSEP Coordinator and State minimum wage for SCSEP customers during time spent in orientation and pre-job training, as well as time on the job. Approximately 5-10 SCSEP customers are served annually, depending on funding level.



INTEROFFICE MEMORANDUM

TO: Jennie Bautista, Deputy Director - Operations

FROM: Laura Hernandez Rangel, Workforce Development Analyst

DATE: March 24, 2025

SUBJECT: Eligible Training Provider (ETP) Contract: Clinical Training Institute (CTI)

Item	Comments
Agenda Date	WIB Meeting – Wednesday, April 9, 2025
Request	Approve an ETP contract with the CTI from July 1, 2025 - June 30, 2029.
Summary	<p>The Workforce Innovation & Opportunity Act (WIOA) requires states to establish a list of ETPs to receive WIOA funds for training costs. These vendors must be on the state Eligible Training Provider List (ETPL), so WIOA customers may select or consider eligible training programs. The WIB enters contracts with ETPs to allow the WIB's Subrecipients to provide customers with an Individual Training Account (ITA) scholarship. The scholarship pays for required training-related expenses such as tuition, books, uniforms, and supplies, for eligible WIOA youth, adults, dislocated workers, and participants of other applicable special workforce grants. Additionally, the WIB complies with Workforce Services Directive (WSD) 18-10, which requires 30 percent of the WIOA Formula Adult and Dislocated Worker allocation be expended on training services.</p> <p>CTI previously held a contract with the WIB from 2017 to 2021 but did not renew in 2021. CTI requested to be added back onto the Local WIB ETPL list. To discuss their request and outline the current eligibility process and requirements, a meeting was held on February 11, 2025, where CTI confirmed their readiness to re-establish the partnership and move forward with the contract reinstatement.</p> <p>CTI is listed on the state's ETPL and is an approved training provider. CTI offers short-term Phlebotomy training at their Visalia campus and meets the Local WIB's ETPL guidelines. CTI training programs are within the WIB's in-demand industry Healthcare sector. The contract outlines the scope and terms of the agreement including training services, funding allocations, provider responsibilities and compliance requirements, to provide eligible individuals with training opportunities.</p>

Fiscal Impact	Expend training allocations in compliance with WSD 18-10 to meet the 30 percent training expenditure requirement.
Alternatives	If not approved, customers will need select other approved training providers or seek alternative funding sources.
Involvement of Other Organizations	Community Services Employment Training (CSET), Proteus Inc., and Tulare County Office of Education (TCOE), and ETPs.



INTEROFFICE MEMORANDUM

TO: Directors
FROM: Adam Peck, Executive Director
DATE: March 27, 2025

SUBJECT: Workforce Investment Board of Tulare County Board of Directors Appointment

Item	Comments
Agenda Date	WIB Meeting – Wednesday, April 9, 2025
Request	<p>Recommend one appointment to the WIB of Tulare County Board of Directors in noted category, contingent upon Tulare County Board of Supervisors (BOS) approval.</p> <ul style="list-style-type: none"> · Miguel Mora, VF Outdoor Sr. Operations Manager – Business (term expiration date June 30, 2028)
Summary	<p>As per the WIB Bylaws: SECTION 4.5 Appointment of Members: The BOS bears final responsibility for appointment of members.</p> <p>In compliance with the Workforce Innovation and Opportunity Act of 2014, BOS will make appointments to the Workforce Investment Board of Tulare County Board of Directors.</p> <p>Appointment will be forwarded to the BOS for the April 29, 2025, BOS meeting agenda.</p>
Fiscal Impact	None
Alternatives	Not to accept Business nomination for the WIB.



INTEROFFICE MEMORANDUM

TO: David McMunn, Deputy Director

FROM: Edith Hernandez, One-Stop Partnership Coordinator

DATE: March 5, 2025

SUBJECT: Program Year 2025-28 Workforce Investment Board of Tulare County Workforce Innovation Opportunity Act Local Plan and San Joaquin Valley and Associated Counties Regional Planning Unit Regional Plan

Item	Comments
Agenda Date	WIB Meeting - Wednesday, April 9, 2025
Request	<ul style="list-style-type: none"> i. Approve the PY 25-28 WIB WIOA Local Plan <ul style="list-style-type: none"> a. Authorize the Chair of the WIB to sign. b. Forward it to the Tulare County Board of Supervisors for approval and signature. ii. Approve the PY 25-28 SJVAC RPU WIOA Regional Plan <ul style="list-style-type: none"> a. Authorize the Chair of the WIB to sign. b. Forward it to the Tulare County Board of Supervisors for approval.
Summary	<p>The PY 25-28 WIB Local Plan and the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Plan were discussed as information items during the March 12, 2025, WIB meeting.</p> <p>SJVAC RPU Regional Plan</p> <p>The SJVAC RPU Regional Plan outlines how the eight workforce boards representing ten counties – Fresno, Kern-Inyo-Mono, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare – align workforce activities with regional economic priorities.</p> <p>The plan focuses on:</p> <ul style="list-style-type: none"> • Workforce and economic analysis of the region • Regional indicators • Fostering demand-driven skills attainment • Enabling upward mobility for all Californians • Alignment, coordination, and integration of all programs and services <p>WIBs Local Plan</p>

	<p>The PY 25-28 WIB Local Plan assesses Tulare County’s workforce system and addresses the needs of employers and job seekers, especially those with barriers to employment.</p> <p>It highlights strengths and areas for improvement while focusing on:</p> <ul style="list-style-type: none"> · Coordination with WIOA core and required partners · Alignment with State strategic partners · Compliance with WIOA Title I requirements, including training, professional development, rapid response activities, and administration of AJCC services. <p>Priorities for PY 25-28 Local Plan</p> <p>The Local Plan outlines key workforce priorities, including:</p> <ul style="list-style-type: none"> · Workforce System Improvements – Increasing digital skills, improving accessibility, tracking long-term program impact, and fostering collaboration. · Supporting Vulnerable Populations – Expanding workforce services for individuals experiencing homelessness, LGBT+ individuals, and those with mental health needs. · Industry & Economic Alignment – Strengthening partnerships and integrating workforce strategies with economic development initiatives. <p>Stakeholder Engagement Process for PY 25-28 Plan</p> <p>From October to December 2024, the WIB facilitated four community and stakeholder forums to gather input for the Local Plan and the SJVAC facilitated a series of two independent stakeholder forums. Representatives from WIOA core programs, economic development, education, and community-based organizations participated in these discussions. The feedback helped identify key workforce priorities that will be addressed over the next four years.</p> <p>A draft of the Local Plan and Regional Plan was made available for a 30-day comment period from March 5, 2025, to April 4, 2025, on the WIB's social media, Sun Gazette, and the WIB's website at www.tularewib.org/localplan. No public comments opposing the plans were received during this period.</p> <p>Submission to California Workforce Development Board (CWDB)</p> <p>In its role as regional organizer, Stanislaus County Workforce Development Board will send all the local plans in the SJVAC Region to the State Board, along with the SJVAC RPU Regional Plan, on April 25, 2025.</p> <p>Supporting Documents:</p> <ul style="list-style-type: none"> · The 25-28 WIB WIOA Local Plan and the SJVAC RPU Regional Plan are both accessible on www.tularewib.org. · Summary of Accomplishments for WIB's PY 21-24 WIOA Local Plan (Attachment)
Fiscal Impact	None
Alternatives	None recommended
Involvement of Other Departments or Agencies	Employment Connection System partners and other local stakeholders, including community-based organizations, community colleges, adult schools, local government, local and state corrections organizations, WDB members, and local elected officials.

Workforce Investment Board of Tulare County Program Year 21-24 WIOA Local Plan

Summary of Accomplishments

1. Enhanced Business and Workforce Alignment

- Conducted ongoing industry engagement to identify evolving business needs and quickly develop responsive training and services.
- Strengthened partnerships with economic development and education providers to improve workforce preparedness.

2. Expanded Access to Workforce Services

- Increased the reach of the workforce system by using online platforms and expanding the physical presence of partners across the county.
- Developed a hybrid service delivery model combining in-person and virtual strategies.

3. Strengthened Special Population Inclusion

- Expanded workforce access for underrepresented groups, including English language learners (ELLs), justice-involved individuals, people with disabilities, and older workers.
- Developed training in “social literacy” to support workplace success and life skills development.

4. Advanced Customer-Centered Design and Service Delivery

- Partnered with Middlestate to redesign the Reemployment Services and Eligibility Assessment (RESEA) workshop, improving dislocated workers’ connection to WIOA services.
- Developed scripted introductions and presentations to create a seamless transition between EDD and workforce partners.
- Used human-centered design approaches to improve service delivery and the customer experience.

5. Strengthened Workforce System Partnerships

- Enhanced coordination with Employment Connection (AJCC) partners through cross-training and shared resources.
- Strengthened partnerships with local organizations supporting individuals with intellectual and developmental disabilities (IDD) through the LPA partnership.
- Contributed to the Tulare-Kings Local Partnership Agreement (TKLPA) to promote Competitive Integrated Employment (CIE) for people with disabilities.
- Expanded partnerships to better serve veterans, including collaborations with AMVETS, The American Legion, and EDD Veteran Services.

6. Targeted Workforce Development Initiatives

- QUEST Grant: Provided workforce training for farm workers and their families affected by economic shifts, climate change, and automation.
- Equity Target Population (ETP) Initiative: Supported individuals with disabilities and disconnected youth through work-based learning and sector-specific training.

- Students Training and Employment Program (STEP): Delivered workplace readiness and work experience for youth with disabilities in collaboration with the Department of Rehabilitation.

7. Rapid Response & Layoff Aversion Efforts

- Mapped the customer journey for dislocated workers to improve service navigation.
- Engaged 22+ stakeholders in redesigning the Rapid Response process to better assist laid-off workers.
- Supported businesses with recruitment assistance, layoff aversion strategies, and work-based training opportunities.

8. Sector Partnerships & Industry Engagement

- Led the Tulare-Kings Healthcare Partnership and supported the South Valley Industrial Collaborative (Advanced Manufacturing, Transportation, and Warehousing).
- Hosted Sector Summits and Career Exploration Events to connect job seekers, educators, and businesses.
- Applied Talent Pipeline Management strategies to align workforce training with regional job demand.

9. Staff Training & Professional Development

- Provided comprehensive training on topics such as trauma-informed care, cultural competency, digital skills, and customer service.
- Implemented cross-training for AJCC partners to enhance service delivery and improve referrals.
- Developed Employment Connection Onboarding training to familiarize staff with workforce system roles and responsibilities.

10. Environmental Sustainability & Workforce Adaptation

- Led regional planning efforts under the California Jobs First (S2J2) grant to support clean energy, responsible food systems, and circular manufacturing.
- Operated National Dislocated Worker Grants (NDWG) to provide jobs for workers impacted by climate-related disasters.
- Supported workforce transitions in agriculture through the Ag Skills Advancement Project, equipping farm workers with new skills for emerging industries.



Workforce Investment Board
OF TULARE COUNTY
Driving Economic Success

2025-2028

WORKFORCE INVESTMENT BOARD
OF TULARE COUNTY

LOCAL PLAN



Adam Peck, Executive Director



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I. INTRODUCTION AND OVERVIEW

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

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

A. Workforce Innovation and Opportunity Act

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

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

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

B. Tulare County Workforce Investment Board (WIB)

WIOA requires that a workforce development board be established in each LWDA. In Tulare County, the name "workforce investment board" or WIB is used. The area's chief local elected officials appoint members to the WIB. Locally, the Tulare County Board of Supervisors fulfills this function. Local workforce boards are

business-led and a majority of the WIB's members must come from the business community. Required WIB 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 community-based organizations, to serve on the WIB.

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

WIOA indicates that development of the Local Plan, along with its associated Regional Plan, is a primary responsibility of the WIB.

C. Local Plans and the WIOA Planning Structure

WIB of Tulare County's Local Plan may be 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 2024-27 Unified Strategic Workforce Development Plan represents an 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, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with seven other local areas, the Tulare County LWDA is part of the San Joaquin Valley and Associated Counties Regional Planning Unit (SJVAC RPU), which is one of California's fifteen workforce regions.

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

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

D. California's Strategic Workforce Priorities

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

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

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

access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

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

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

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

On behalf of the board, the WIB's management team and staff led the process of developing the PY 2025-28 Local Plan. This process involved reviewing and evaluating existing partnerships, services, and systems and identifying areas that could be strengthened. The WIB, system partners, businesses, and community stakeholders were engaged in the planning process. Completion of the plan took approximately six months, after which it was made available for public review and comment.

F. Workforce Development System Priorities and Strategies

To identify priorities for the WIOA Title I program and for the local workforce development system, which encompasses many local programs and providers, WIB of Tulare County's leadership organized a series of community and stakeholder discussions. These sessions captured input from individuals representing various organizations and interests, including individuals from WIOA core partner programs, economic development, education, and representatives of community-based organizations. As a result of these listening sessions, the workforce system will address the following issues during the period covered by the four-year Local Plan.

- Overarching priorities for the local workforce development system, including strategies to better support key customers (i.e., job seekers and businesses) and to strengthen the content and quality of service delivery.
- Strategies to improve workforce development services for individuals experiencing homelessness

- Initiatives and activities to supporting LGBT+ individuals through workforce development
- Improving linkages to workforce services for individuals with mental health needs

Each of these priority areas and specific stakeholder recommendations are fully described in Section V of the Local Plan.

G. WIB of Tulare County’s Value, Focus and Strategies

To make clear its philosophy and approach to administering the local workforce development system, WIB of Tulare County has articulated the premise for such work as follows:

Too many people are unemployed or in low-wage jobs that don’t sustain their families, and too many businesses have high-quality jobs that go unfilled.

In response to this core issue, the WIB has published the following theory of change model that sets forth its focus, along with its values, related strategies, and expected impacts.



II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Long before the passage of WIOA, the WIB of Tulare County had developed strong relationships and guidelines for collaboration with most of the state and local agencies that today comprise the one-stop partners prescribed under federal regulations. Over the next four years, there will be many opportunities to strengthen the coordination and alignment of partner services. Some such opportunities are described in the narrative that follows, and others will be identified as the Tulare County workforce system partners continue to work together and collaborate in the months and years ahead.

Overview of Local One-Stop System Partners

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

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Workforce Investment Board of Tulare County
Title II Adult Education and Literacy	<ul style="list-style-type: none"> ▪ Visalia Unified School District/Visalia Adult School ▪ Tulare Joint High School District/Tulare Adult School ▪ Porterville Unified School District/Porterville Adult School ▪ Cutler-Orosi Joint Unified School District/Cutler-Orosi Adult School ▪ Farmersville Unified School District Adult School ▪ Proteus, Inc.
Title III Wagner-Peyser	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)

Title V OAA Senior Community Service Employment Program (SCSEP)	<ul style="list-style-type: none"> ▪ Community Services and Employment Training (CSET) ▪ SER-Jobs for Progress
Carl Perkins Career, Technical Education	<ul style="list-style-type: none"> ▪ Kern Community College District/Porterville College ▪ College of the Sequoias
Community Services Block Grant	<ul style="list-style-type: none"> ▪ Community Services and Employment Training ▪ Proteus, Inc.
HUD Employment and Training	<i>No federally funded programs in Tulare County</i>
Job Corps	San Jose Job Corps Center
Jobs for Veterans State Grants	Employment Development Department
Native American Programs (WIOA Section 166)	Tule River Indian Tribe of California
Migrant and Seasonal Farmworkers (WIOA Section 167)	Proteus, Inc.
Second Chance	<i>No federally funded programs in Tulare County</i>
Temporary Assistance for Needy Families (TANF)/CalWORKs	Tulare County Health and Human Services (HHSA)
Trade Adjustment Assistance	Employment Development Department
Unemployment Insurance (UI)	Employment Development Department
Youth Build	<i>No federally funded programs in Tulare County</i>

WIB of Tulare County has also entered into MOUs with the following public and community partners:

- Porterville Sheltered Workshop (PSW)
- Sequoias Adult Education Consortium (SAEC)
- Tulare County Office of Education (TCOE) – Ticket to Work
- EDD Labor Market Information Division (LMID)
- America Works – Ticket to Work Program
- Root and Rebound
- Schrank’s Clubhouse (mental health services)

Memorandum of Understanding with System Partners

WIB of Tulare County had developed an MOU with all federally funded system partners. The core content of the MOU addresses shared customers, shared services, and shared costs. Tulare County also highlights local workforce system service priorities, which include:

Integrated Service Delivery: A seamless system is presented to the customer.

Customer-Focus: All aspects of service delivery are designed with consideration of customers' needs and interests.

Customer Choice: The system provides a wide array of useful information to assist customers in making informed choices.

Customer Access: The system is designed for universal access, with "no wrong door" to access integrated services.

Community Support: The system promotes and nurtures broad-based community support.

Performance: The system establishes identified outcomes and methods for measuring achievement.

Coordination with AJCC Partner Programs

The following information summarizes how the WIB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker, and Youth Programs: The three formula-funded programs are administered by the WIB, and Adult and Dislocated Worker program services are delivered through the AJCCs by contracted career services providers: CSET in Visalia, Porterville, and Tulare and Proteus, Inc. in Dinuba. Youth program services are delivered by designated providers in the following areas:

- Area I – Porterville and surrounding areas (TCOE – SEE)
- Area II – Tulare and surrounding areas (CSET)
- Area III – Visalia and surrounding areas (CSET)
- Area IV – Cutler-Orosi/Dinuba and surrounding areas (CSET)
- Area V – Farmersville/Exeter and surrounding areas (Proteus, Inc.)

WIOA Title II – Adult Education and Literacy: The Adult Education and Family Literacy Act (AEFLA), Title II of WIOA, is the principal source of federal funding to states for adult education programs. The program focuses on helping adults to increase their basic education skills; gain support in attaining a secondary school diploma or prepare for an equivalency exam; and, for English language learners, improving reading, writing, speaking, and comprehension skills in English. The Tulare County education agencies that are WIOA Title II grantees are members of the Sequoias Adult Education Consortium and Kern Adult Education Consortium. The WIB and local career service providers are consortium partners. Coordination comes in the form of cross-referrals between

workforce and education partners, with Title II grantees serving as the primary resource for remedial and basic education and related programs.

WIOA Title III – Wagner-Peyser: Among all the federal programs with which the WIB collaborates, linkages with Wagner-Peyser have historically been the strongest, as the staff from WIOA and Wagner-Peyser programs have been fully integrated around key functions of the AJCCs. Even with service integration, Wagner-Peyser representatives maintain responsibility for specific services such as coordination of TAA activities and operation of EDD’s Youth Employment Opportunity Program. Enhancements to coordination that have been identified as goals for the four-year period covered by the Local Plan include greater collaboration during enrollment and additional cross-training for WIOA and partner staff on all EDD programs and services, including Migrant and Seasonal Farmworker Outreach and California Training Benefits.

WIOA Title IV – Vocational Rehabilitation: DOR has staff co-located at the comprehensive AJCCs in Visalia and Porterville. Co-location fosters improved communication and coordination of services. The WIB has two programs with shared consumers between DOR and the WIOA Title I Adult and Youth Programs: Student Training and Employment Program (STEP), which serves youth and provides students with disabilities job readiness training and work experience in a career pathway matching their interests and career goals; and the Equity Target Population (ETP) fund program, which focuses on providing competitive integrated employment positions for adults and disconnected youth. DOR provides a wide range of services for the local workforce system, ranging from interpretation services for deaf and hard-of-hearing individuals to training for the partners on effectively serving individuals with disabilities. DOR representatives provide professional development training for system partners regarding service needs and strategies for individuals with disabilities. The local DOR manager serves as Chairperson of the Employment Connection Committee, which represents the workforce system partners.

Carl Perkins Career Technical Education: Coordination with Carl Perkins-funded career and technical education (CTE) programs is facilitated by the Tulare Kings College and Career Collaborative (TKCCC), in which all public education agencies serving adults participate. Perkins programs are present at the two community colleges in Tulare County (College of the Sequoias and Porterville College) and offer numerous vocational skills training programs, many of which are within fields of study linked to local and regional priority sectors. Coordination is primarily achieved through referrals of job seekers/students between the AJCCs and the colleges’ CTE staff. In addition, the WIB facilitates an Industry Engagement Workgroup for the TKCCC partnership.

Title V Older Americans Act: In Tulare County, coordination with the Senior Community Service Employment Program is, generally, seamless, as the career services provider for both of the comprehensive AJCCs and one satellite center, CSET, also administers a SCSEP program. The program is promoted to individuals 55 years and older through the AJCCs and the entire network of providers. CSET has provided cross-training about the program to system partners. This training covered eligibility requirements, program activities, and program outcomes. SER Jobs for Progress also operates a SCSEP

program serving Tulare County and has staff co-located at the Employment Connection center in Visalia.

Native American Programs (WIOA Section 166): The Tule River Tribal Council is the WIOA Section 166 grantee in Tulare County. The tribe's workforce development programs offer many of the same services as the WIB's AJCCs, with primary differences being scale, as the AJCCs are much larger, and offer connections to the full range of system partners. To make information about the local system more convenient and accessible for individuals served by the Tribal Council, the WIB utilizes digital platforms to provide more information, workshops, and services online. The WIB will provide online access to online job listings, along with information on and registration links to AJCC workshops. By making a greater number of services easily accessible to Tule River participants, an increase in co-enrollment is likely.

Migrant and Seasonal Farmworker Program (WIOA Section 167): The WIB has long had strong ties with Proteus, Inc., the local Section 167 grantee. Proteus operates the AJCC Affiliate site in Dinuba, where all customers receive a "central intake" to determine eligibility and appropriateness for various programs to maximize and leverage funds. Through co-enrollment in Section 167, WIOA Title I, and other system programs, Proteus offers migrant and seasonal farmworker customers basic career services, vocational training, work-based learning, work readiness training, ESL, GED services, and supportive services. Vocational training includes programs teaching skills for truck drivers, forklift operators, solar panel installers, weatherization, and office automation.

Veterans: Coordination with the Jobs for Veterans State Grant programs is achieved by co-location of EDD Disabled Veterans' Outreach Program (DVOP) Specialists and Local Veterans' Employment Representatives (LVER) staff at the two comprehensive Employment Connection centers. Center staff and partners serving job seekers from community locations have been oriented to veterans' services and support that are provided by these staff. DVOP specialists provide intensive services to veterans and eligible spouses that are designed to facilitate participants' transition into meaningful civilian employment. LVER staff performs outreach to local businesses and employers to advocate for the hiring of veterans.

Additional information on coordination with EDD's Jobs for Veterans State Grant programs and other veterans-serving organizations and programs is provided in section III.D of this Plan.

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

referral procedures to EDD representatives. While still a WIOA-required partner program, TAA is not currently funded within the federal budget.

Community Services Block Grants (CSBG): As is the case with other programs, coordination with CSBG is facilitated by the fact that CSET, the primary career services provider for the local AJCC network, receives CSBG funds. CSET's CSBG program supports the agency's ability to develop and offer services in the areas of employment, education, asset building, housing, nutrition, civic engagement, shelter, emergency services, and disaster relief. It supports coordination of services across the agency's various departments (Community Initiatives, Energy Services, Sequoia Community Corps, Workforce Development, and Low Barrier Navigation Center), facilitating a "no wrong door" approach to customer service. CSBG also supports agency capacity building, strategic planning, and participation in county-wide collaborations that create solutions to the challenges facing Tulare County's low-income residents. Proteus, Inc. uses CSBG grant funds to provide migrant and seasonal farmworkers with emergency support services, such as rental, utility, transportation/gas assistance; citizenship/DACA application fees; work supplies; food; and other services that meet the specific needs of individuals and families. The funds are also used to support classes for underserved communities that focus on citizenship, ESL, Adult Basic Education, and preparing for High School Equivalency exams.

Unemployment Compensation: In the past, coordination with EDD's Unemployment Insurance program was achieved through an onsite liaison function provided by EDD staff. An EDD Customer Service Representative provides support to AJCC customers on a walk-in basis. UI services are now provided primarily online. Employment Connections has implemented a referral system that connects customers to UI resources.

Temporary Assistance for Needy Families/CalWORKs: Coordination and cross-referrals between the AJCCs and the various TANF-supported programs administered by the Tulare County Health and Human Service Agency (HHS) have been successful over many years. Welfare-to-Work and Expanded Subsidized Employment staff are co-located at the Visalia and Porterville comprehensive Employment Connection centers and Dinuba and Tulare affiliate Employment Connection centers. CalWORKs recipients may be co-enrolled in WIOA and partner programs. The uniquely effective collaboration between WIOA and TANF in Tulare County programs has been the subject of national review and has been recognized for its success in joint service delivery, resource sharing, shared learning among staff, and management of collaboration activities. Section III. A of this Plan describes coordination specific to the CalFresh Employment and Training Program.

B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management

WIOA emphasizes coordination among partner programs, including the use of resources from two or more programs to address the needs of individuals enrolled in WIOA and other publicly funded programs. To access a broad range of resources, individuals eligible across various fund streams may be co-enrolled in multiple programs. WIB of Tulare

County and system partners understand the value of strategic co-enrollment of workforce system customers in more than one program when distinct resources are required to address the full range of services and support needed by a job seeker to meet his/her goals. In pursuing co-enrollment, system staff is careful to avoid duplication of services across fund streams, ensuring that each program into which an individual is enrolled provides unique services.

Co-Enrollment Initiatives and Strategies

Tulare County has implemented several initiatives and strategies to support strategic co-enrollment of job seekers with core, one-stop, and broader system partners. These include:

Coordinated Eligibility and Intake: A “Partner Guide” was developed so that staff at each partner agency could easily identify when a participant may be eligible for and able to benefit from more than one program. Staff representing all partners have been oriented to the guide and the various resources it describes. The guide serves as a catalog of the one-stop partners, services, and eligibility requirements.

System Coordination via The One-Stop Operator Function: The AJCC Operator/OSO function is responsible for on-going training, supporting communication within and among sites, delivering staff training across all agencies, and promoting consistent, coordinated, and quality service. In its Operator role, the WIB ensures that the partners convene regularly. AJCC staff meet bimonthly (Employment Connection Colocated Partner Meetings) and the system partners meet quarterly (Employment Connection Committee). The meetings, along with day-to-day communications, provide a platform for discussing shared customers, co-enrollment, and coordinated case management. In addition, onboarding training, which provides an overview of the local workforce development system, is offered monthly.

Coordination of Referrals: The system partners have developed a streamlined referral process with the implementation of a common referral form. An electronic version has been implemented. A structured and effective system to refer customers between providers is foundational to successful co-enrollment.

Clearly Defined Responsibilities: Each partner is responsible for making appropriate referrals, providing sufficient documentation for the participant files, and tracking referrals. Referrals, and resulting co-enrollment outcomes, are reported to the OSO monthly.

Cross-Training: The WIB’s and the local workforce system’s commitment to cross-training helps support common case management. The WIB leads system-wide cross-training efforts. Each one-stop partner developed a slide deck providing an overview of its services, resources, and program eligibility requirements. The presentations are cataloged and remain available for refreshers and onboarding of new staff.

Shared Case Management

Within the integrated model to service delivery that the WIB adopted more than a decade ago, teams comprised of staff representing various organizations, programs, and fund streams work together to customize services for individuals. In addition to WIOA Title I programs, programs represented by the integrated services teams include, but are not limited to, Adult Education and Family Literacy Act (WIOA Title II), STEP, Readiness for Employment through Sustainable Employment & Training (RESET), Regional Equity and Recovery Partnership grants, National Dislocated Workers Grants (including Quest, which serve agricultural workers, and a Severe Winter Storm project), the Environment Cleanup Opportunity Project, and programs funded by a U.S. Department of Commerce Good Jobs Challenge grant. As a result of staff efforts to tailor services to individuals' needs, many participants receive services from more than one program. Members of the integrated services teams communicate about service strategies and coordinated case management for co-enrolled customers. Staff schedules regular meetings to discuss strategies, services, and outcomes. Through the use of CalJOBS, WIOA staff documents the progress of co-enrolled individuals.

C. One-Stop System's Use of Technology and Other Remote Strategies

Tulare County is home to cities, towns, and rural communities. While well over half of the county's more than 450,000 residents reside in the three largest cities, a significant portion of the population is based in very small towns and remote locations across Tulare County's 4,800 square miles. The WIB ensures that workforce system services are available to all county residents and businesses, no matter their location.

Services to Remote Locations

The WIB strategically provides access to services for Tulare County residents through four AJCCs which are located in Visalia, Porterville, Dinuba, and Tulare, thereby covering a fairly large portion of the county. The centers all have ample parking and access to bus stops within walking distance, making them accessible for individuals traveling from any part of the county to receive services. However, the WIB's objective is that individuals in remote locations should be able to access services without having to travel long distances from their communities. Remote towns and communities of the county include Allensworth, Alpaugh, Cutler, Ducor, Earlimart, Exeter, Farmersville, Goshen, Ivanhoe, Lemon Cove, Lindsay, London, Orosi, Pixley, Richgrove, Springville, Strathmore, Sultana, Terra Bella, Three Rivers, Tipton, Traver, Woodlake, and Yettem.

Some of the workforce system's strategies for getting services to remote communities include:

Outreach from Base Locations: From the four AJCCs, staff devise and implement outreach strategies to inform individuals and businesses in remote communities about WIOA and other system services. These efforts include establishing and maintaining relationships with organizations in the targeted communities, including public agencies, community organizations, churches and faith-based agencies, and local businesses.

Experience has shown that local organizations and sites that are familiar to the community are effective in promoting workforce services. Making flyers, posters, and other printed materials available at these locations helps to build name recognition and familiarity with workforce programs. CSET is the career services provider at Visalia, Porterville, and Tulare one-stop centers and is also the Community Action Agency for Tulare County. Given the AJCC sites it manages, along with its other work, CSET targets remote communities including Pixley, Earlimart, Cutler, Exeter, Farmersville, Woodlake, Goshen, and Lindsay. Proteus, which is the Career Services Provider at the Dinuba Center and has offices throughout Tulare County, including sites in remote communities, such as London.

Mobile “Pop-Up” One-Stops: Staff will regularly travel to remote communities to meet with interested individuals and customers. Pop-up meeting locations are set-up at partner facilities and other public sites, such as libraries to make services locally available. Proteus has a mobile unit that enables the organization to bring services to remote communities.

Technology Support for Remote Access

Over the last several years, WIB strategies for reaching people in remote communities have increasingly been built around the use of technology that connects people to the internet. However, such strategies are still evolving as many individuals do not always have access to technology. Three issues exist that the WIB is working with system stakeholders and others to address: broadband access; availability of hardware; and residents’ digital literacy skills. Progress is occurring in all three areas but is slower than ideal. The WIB and our education partners are ramping up digital literacy training, especially for those requiring basic technology skills that will enable them to effectively use web-based services.

Significant 2024 public grant awards to Tulare County communities to expand broadband access and internet services will enable many thousands of individuals to access the workforce development system’s digital services. Through a combination of federal grants from the California Public Utilities Commission, more than \$45 million is available to provide internet access for households in rural communities, including Alpaugh, Culter, Dinuba, Earlimart, Kingsburg, Pixley Sultana, Terra Bella, Traver, and Tipton.

D. Coordination of Workforce Activities and Support Services

For many WIOA participants, engagement in training, career exploration, job search, and other program activities would not be possible without financial and other forms of support. By definition, support services are resources that enable participation in workforce development services. Therefore, WIB of Tulare County, subcontractors, and partners delivering services through the AJCC make every effort to ensure that the individual needs of each participant are identified and that appropriate resources are deployed to address these needs.

Determining Participants' Needs for Support Services

During an initial assessment, AJCC staff orients applicants to the full range of services available to individuals enrolled in WIOA, including supportive services. Determination of the need for supportive services may be based on several factors, including an individual's employment and career goals, training, and career development activities a participant has selected, and barriers to participation. Following an initial needs assessment, staff continues to evaluate each participant's need for support. The staff assesses needs at different phases of participation to ensure that unique needs are addressed as they arise.

Leveraging and Deploying Support Services Resources

WIOA participants have access to a wide range of supportive services to assist them during their participation in WIOA program services. Among these are assistance with: transportation (e.g., bus passes, mileage reimbursement, other transportation services necessary for training or employment interviews), childcare, health services, legal assistance, housing, interview attire, work clothes, work tools, tests, and other services necessary for individuals to obtain/retain employment or participate in career and training services.

Support services can be funded from several sources, including the WIOA Title I Adult and Dislocated Worker Programs into which participants are enrolled. In addition, WIB of Tulare County is frequently awarded funds under special grant programs from state and local funding sources, such as the City of Visalia ECO project, which provides supportive services similar to WIOA. Tulare County HHS provides a wide range of supportive services to individuals receiving cash assistance. These services include transportation assistance, childcare, interview attire, work clothes, and other items necessary to obtain and retain employment or complete a training program. Tulare County's community action agency, CSET, also provides a wide range of support through various funding resources. These include programs to provide individuals with energy assistance, rent or mortgage assistance, and income tax preparation services, among others.

Staff members providing direct services to job seekers are familiar with community resources to address supportive service needs. Case managers make certain that, when referring a customer to a third party for support, they provide a warm hand-off. Staff makes referrals to public and community-based agencies by making direct contact and arranging for AJCC customers to meet with specific partner staff that will assist them with support services. Case managers record support services needs, resources identified to meet these, and referrals to providers.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

WIB of Tulare County has long made accessibility for persons with disabilities a priority for the AJCCs and the local workforce system. The WIB's use of a four-part approach to ensure that our services meet all accessibility requirements as well as qualitative priorities

that we have established for serving individuals with disabilities and customers representing other vulnerable populations. The WIB's approach includes:

1. Ensuring that management and staff have a clear and comprehensive understanding of federal and state regulations and requirements about accessibility and provision of services for persons with disabilities.
2. Development and implementation of local policies on accessibility, non-discrimination, and equal opportunity (EO) requirements and goals.
3. Implementation of services and resources to meet the needs of this target population.
4. Making certain that WIB and AJCC staff, along with system partners, are informed and trained in best practices for serving and meeting the employment needs of persons with disabilities.

WIB Policies and Monitoring Protocols

The WIB's detailed procedures (*TUL17-05 Nondiscrimination and Equal Opportunity Procedures*) cover a full range of critical topics, such as accessibility requirements; reasonable accommodation and reasonable modifications for individuals with disabilities; use of service animals; and mobility aids and devices. The WIB incorporates requirements into our subrecipient agreements. In addition, EO posters in English and Spanish informing customers of their rights are located in all facilities. Registered customers sign a document indicating that they have been informed of their equal opportunity rights and responsibilities and how the discrimination complaint process works.

The WIB has developed detailed guidelines (*TUL17-08 Oversight and Monitoring for Nondiscrimination and EO Procedures*) for oversight and monitoring of contractors to ensure compliance with the requirements of applicable federal disability nondiscrimination law, including Section 504, Title II of the ADA of 1990, as amended, and WIOA Section 188, concerning individuals with disabilities. It includes a Reasonable Accommodation Policy and Procedure Guide. The WIB reviews with subrecipients an EO monitoring tool that is based on the State's tools for assessing compliance with WIOA Section 188 Nondiscrimination and Equal Opportunity. WIB staff annually conducts on-site visits to all subrecipients to assess EO compliance.

Technology Resources for Persons with Disabilities

WIB and AJCC leadership and staff continuously evaluate AJCC facilities and resources to identify opportunities to further enhance accessibility for customers with disabilities. Among the technology resources and other forms of support that have been implemented at one or more of the AJCCs are:

- UbiDUO, which provides communication assistance for individuals with hearing impairments.
- Deaf and Hard of Hearing Interpreting Service

- TTY Telephone Relay
- LCD Magnifier
- JAWS (Job Access with Speech)
- Zoom text (magnifier/reader)
- Dragon Naturally Speaking

Information and Training for Staff and System Partners

DOR is a co-located partner within the local one-stop system and has served as a valuable resource for assisting all AJCC staff in understanding the unique needs of individuals with disabilities and best practices for service delivery. DOR representatives have provided “Windmills” training for center staff. This high-impact attitudinal training program focuses on the unique employment needs of individuals with disabilities. Training will be ongoing to ensure that all staff has up-to-date knowledge and that new staff is well informed about services for customers with disabilities.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within that modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to local boards regarding two-year modifications to their PY 2017-20 Local Plans required that boards pursue these partnerships within their jurisdictions. Descriptions of four state strategic partnerships have remained part of all subsequent iterations of WIB of Tulare County's Local Plan. Guidance published by EDD and CWDB in 2024 added two new mandatory state strategic partnerships. The WIB's current and planned coordination with these partners is also described within this section.

A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals That Access CalFresh Employment and Training Services

The development of WIB of Tulare County's two-year modification to our PY 2017-20 Local Plan coincided with the implementation of a CalFresh Employment and Training (E&T) pilot program in the county. The WIB, AJCCs, and the overall workforce system have been connected to the program since its inception.

Workforce System Linkages to CalFresh Employment and Training

CalFresh E&T is administered by the Tulare County Health and Human Services Agency (HHSA). In early 2019, HHSA entered into an agreement with CSET (which serves as the career service provider for three local AJCCs) to pilot a third-party CalFresh E&T program targeted to the General Assistance population. Participation is voluntary.

CalFresh Employment and Training Program Design

The CalFresh E&T model developed by CSET offers two distinct approaches for participants: job search and work-based learning.

Job Search: Under this model, participants attend workshops where, in addition to learning about job search strategies, they have access to an array of current job leads. Workshops emphasize soft skills and prepare participants to not only perform well in interviews but to succeed within work environments.

Work-Based Training: This model uses on-the-job training (OJT) as a method to offer participants both training and exposure to the world of work. After staff assesses and identifies training needs, they work with participants to pinpoint work-based learning activities that hold promise for imparting the skills most needed by participants.

Under the CalFresh E&T program model, the above strategies are linked to training by Sequoia Community Corps, which offers work-based and hybrid programs in various

trades, including construction, solar, weatherization, urban forestry, recycling, electronic waste collection, oil collection, and recycling education.

Current Collaboration

HHSa continues to administer the CalFresh Employment and Training program, contracting with CSET. Based on assessment results, individuals opting to participate in the program may be referred to an Employment Connection center to apply for WIOA Title I services and enroll in an approved occupational skills training program.

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

Discussions between the WIB and representatives of the Tulare County Department of Child Support Services (DCSS) took place in 2018 to support the development of the WIB's biennial plan modification built upon an existing, long-standing relationship between the two organizations. Prior to these discussions, DCSS referred non-custodial parents (NCPs) on its caseload to the workforce system for assistance with job search and employment. While some successes were achieved, those being referred often did not take full advantage of WIB services for a variety of reasons, including distrust of public agencies and concerns about engaging in employment from which wages could be garnished.

Initial Plans for Structured Coordination

During the 2018 discussions, the WIB and DCSS began to consider approaches being implemented throughout California that focused on promoting a more positive image of child support agencies and using this positive image to connect those with enforcement orders to the workforce system. The discussions centered on the greater application of "motivation tools" that Tulare County DCSS could utilize to encourage NCPs to take advantage of workforce programs and services. Among these are the restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; and deferring or lessening requirements for payment during the time in which NCPs are engaged in workforce services, training, and job search. The WIB, Child Support Services, and other stakeholders agreed that the best tool to motivate and support NCPs' engagement with the workforce system is providing good and accurate information about child support obligations; payment options; labor market and employment opportunities; and services that can lead to well-paying jobs with career ladder potential. Early discussions also highlighted the importance of making a warm hand-off between the two systems.

Current Collaboration

Referrals made between the local workforce development system and DCSS have been made more effective through the establishment of single points of contact at Child Support Services and at the Employment Connection centers. This process helps to ensure that

representatives of both agencies are aware of referrals and provide appropriate coordination and follow-up.

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

In 2018, during the process of updating and modifying our PY 2017-20 Local Plan, the WIB of Tulare County convened stakeholders from the disability services community and other interested parties in a forum focused on the use of competitive integrated employment (CIE), development of a local partnership agreement (LPA) among the state-mandated core partners, and opportunities for other organizations in the local workforce system to collaborate with the LPA partners. Through this community and stakeholder engagement process, the WIB and other stakeholders learned that the core partners (special education, the regional center, and DOR) had drafted an LPA and it was going through an initial review process. By May 2020, all parties had signed off on and executed the agreement, The Tulare-Kings LPA, represents the following core partners:

Local Education Agency Partners: Delano Joint Union High School District, Exeter Unified School District, Kings County Office of Education, Porterville Unified School District, Tulare County Office of Education, Tulare Joint Union High School District, Visalia Unified School District, Woodlake Unified School District;

Department of Rehabilitation: Visalia Branch Office; and

Regional Center: Central Valley Regional Center.

While not specifically named in the LPA, the WIB of Tulare County is considered a community partner.

Collaboration with the LPA partners has not only increased the workforce system partners' awareness of CIE and the unique employment needs of individuals with intellectual and developmental disabilities but has brought a stronger overall disability focus to the local workforce system. The WIB and system stakeholders will continue to improve collaboration with the LPA partners and other organizations within the local disability services network to ensure that services for individuals with disabilities are widely available and highly effective.

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

Approximately two-thirds of Tulare County residents are Latino and among this population there is a significant number of immigrants. Serving individuals who are developing

English language skills is a regular part of the WIB's workforce services operations. Linkages with education and community partners are critical to the WIB's success in meeting the needs of English language learners (ELLs), foreign-born individuals, and refugees.

Network of Providers Serving the Target Population

Two core relationships are fundamental to the WIB's success in serving ELLs and other immigrants. The career services providers for Tulare County's network of AJCCs are CSET and Proteus (which is the local WIOA Section 167 Migrant and Seasonal Farmworker Program grantee), both of which have decades of experience serving this target population throughout the County. The two organizations provide an extensive range of services to reduce poverty, develop skills, and strengthen individuals' and families' ability to achieve self-sufficiency. As a result of initiatives targeting ELLs, the WIB and the AJCCs have strengthened existing relationships with a variety of education providers and programs. Among these partners are several WIOA Title II grantees, including Sequoias Adult Education Consortium (SAEC), Cutler-Orosi Joint Unified School District (COJUSD), Visalia Unified School District, Porterville Unified School District, Farmersville Unified School District, and Tulare Joint Union High School District (TJUHSD). Other essential partners in serving ELLs include EDD, which has staff dedicated to Migrant and Seasonal Farmworker outreach. The WIB is committed to sustaining and developing relationships with all ELL partners. Continued collaboration will enable the workforce system to effectively serve the ELL population, leverage resources to meet their needs, and expand the network of organizations serving this key target group.

Current Coordination of Services

Frequent and regular communication among agencies serving ELLs and immigrants is crucial to the coordination of services. AJCC staff attend various local and regional meetings where many CBOs and their partners convene to share information about resources and services available to this target group. Gatherings include monthly C.O.N.N.E.C.T. sessions and meetings of the South Valley Collaborative, which include participation by organizations providing diverse services, such as healthcare, parenting classes, and employment preparation activities, among others.

The WIB has collected and summarized the resources of an extensive network of partners, including those serving foreign-born individuals, within the Employment Connection Partner Guide. This guide was developed to support a seamless referral process among partners and system stakeholders and has been of great value in providing access to services for the ELL population.

As with partners serving all target populations, the WIB will continue to look for opportunities for AJCC staff to co-locate at ELL-serving organizations. This is a high priority for agencies with locations in remote/rural communities in Tulare County. The co-location of staff creates a mechanism to provide ELL customers greater access to

information regarding system-wide services such as English instruction and other educational programs, employment services, and support resources. Furthermore, the WIB seeks to expand on the one-stop concept by creating more community access points in areas where immigrants live, such as CSETs Family Resource Center located in the rural communities of Earlimart and Pixley, where services are co-located with a healthcare clinic.

It should be noted that immigrants from Mexico and other Latin American countries are not the only foreign-born individuals in Tulare County. The workforce system stakeholders are committed to supporting all immigrant groups in meeting their employment and career development goals. The stakeholders have connections to a wide range of resources that enable local workforce programs to access language and cultural liaison tools to serve job seekers no matter their primary language or background.

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

Veterans are a primary target group for the local workforce development system. Not only does federal legislation mandate that veterans be given priority in the provision of employment, training, and placement services, but veterans bring to the local labor market key skills from their military service that are transferable to a wide range of civilian jobs. The services available throughout the WIB's network of Employment Connection centers address the broad range of interests and goals of Tulare County's diverse veteran population.

The WIB coordinates with local Veteran Affairs representatives, community-based organizations, and other local partners serving veterans. Employment Connection centers maintain strong partnerships with organizations such as AMVETS, the American Legion, Wounded Warrior Project, EDD Veteran Employment Services, and Happy Trails Equine Services for Heroes.

Both comprehensive AJCCs in Visalia and Porterville have a dedicated Veterans Representative, who plays a key role in supporting and serving veterans by actively participating in community events, including monthly AMVETS meetings and veterans' resource fairs. At these events, the representatives provide information about workforce services, distribute information on resources, and offer career guidance. Additionally, the representatives assist veterans with navigating U.S. Department of Veterans Affairs (VA) processes, such as benefits and the VA rating system. Veteran Representatives work closely with EDD's veterans services representatives, who perform the federally defined LVER and DVOP functions. This coordinated approach ensures veterans receive comprehensive and personalized support that addresses both their employment and broader service needs. Additionally, the WIB works closely with EDD to provide cross-training to all AJCC staff to support their effectiveness in making referrals and providing services to veterans.

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

The PY 2025-28 planning cycle marks the first time that local workforce boards and RPU have been required to address their efforts to collaborate with partners on efforts to promote environmental sustainability in connection with workforce development service delivery and oversight. While some current WIB projects support environmental sustainability in various aspects of work, the four-year period represented by this plan will provide the opportunity to conduct strategic planning with system partners and stakeholders related to the state, regional, and local climate goals and their connection to jobs and the economy.

Current Projects and Initiatives Related to Environmental Sustainability

WIB of Tulare County collaborates with local and regional partners to address environmental sustainability through several key initiatives.

Jobs First Initiative: As a local convener for the Kings-Tulare subregion under the California Jobs First planning grant (S2J2), the WIB engaged regional partners to identify industry clusters and investments that promote sustainability. Key sectors identified through this process include clean energy and fuels, responsible food systems, and circular manufacturing, which provide a broad roadmap for advancing regional economic and environmental goals.

National Dislocated Worker Grants (NDWGs): The WIB has also implemented grant-funded projects, such as National Dislocated Worker Grants (NDWGs), to address environmental impacts from natural disasters, including the 2021 wildfires and the 2023 floods. These projects have supported local cleanup efforts while offering displaced workers employment opportunities and skill development.

Ag Skills Advancement Project: Recognizing the economic shifts caused by climate change, the Sustainable Groundwater Management Act, and automation, the WIB operates the Ag Skills Advancement project. This initiative provides farm workers and their families with pathways to enhance productivity in agriculture or transition to alternative industries with growth potential, ensuring workforce resilience and alignment with evolving sustainability priorities.

Through the foregoing efforts, the WIB collaborates with strategic partners to promote environmental sustainability while supporting economic growth and workforce development.

Future Environment and Climate-Focused Work and Collaboration

WIB of Tulare County oversees and participates in various collaboration structures that can serve as platforms for planning to more intentionally and strategically incorporate

environmental sustainability into the efforts of the workforce development system. These include:

Workforce Investment Board: Based on the diverse representation of the board and its business majority, the WIB should provide input and review options on workforce strategies to promote environmental sustainability.

Employment Connection Committee (ECC): Comprised of core and required partner representatives, as well as individuals from state strategic partner organizations and local agencies, the ECC provides a forum for interagency discussions and planning on full range of workforce and related issues.

Jobs First Initiative: As indicated above, the Job First initiative has already targeted sectors and jobs where the workforce system partners can help to promote sustainability. This work will continue to evolve over the period covered by the Local Plan.

Central California Workforce Collaborative (CCWC): The CCWC is led by the directors of the eight local workforce investment areas in the San Joaquin Valley, which together comprise the SJVAC RPU. The CCWC provides a platform for regional coordination and alignment, including the development and implementation of the Regional Plan. Within the 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. The Regional Plan envisions opportunities to test workforce strategies in support of public and industry-led environmental sustainability goals. As is common within the region, pilots that achieve successful outcomes are prime targets for replication and WIB of Tulare County may look for opportunities to adopt models with the potential to grow the local economy and create good jobs in promising career paths.

In addition, industry-specific goals can be addressed through WIB of Tulare County's participation in sector partnerships, such as the Tulare-Kings Healthcare Partnership and supported the South Valley Industrial Collaborative, which are discussed in Section IV of this Plan.

IV. WIOA TITLE I COORDINATION

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

A. Staff Training and Professional Development to Increase Digital Technology and Other Skills

WIB and Employment Connection leadership ensure that training in all areas, including the use of technology, is ongoing. Some of the most common ways in which training takes place include:

System Cross-Training: All AJCC MOU partners deliver training that provides an overview of their programs, services, and resources, as well as basic eligibility requirements for services. This enables staff from partner organizations to make accurate and appropriate referrals. For training sessions, partners utilize an Employment Connection-branded PowerPoint slide deck to identify that it is part of the cross-training series. Sessions are conducted via Zoom, recorded, maintained in a shared folder, and remain accessible to provide “refresher” training and to train new staff.

Employment Connection Onboarding: The monthly Employment Connection Onboarding Orientation is designed to familiarize staff with the Employment Connection System and specific responsibilities within it. The training covers essential information about the centers, collaborative partners, and branding, and incorporates a “meet and greet” session to facilitate interaction between WIB staff, center staff, and partnering organizations

Digital Technology Skills Training

Overall, WIB staff, individuals employed by service provider contractors, and the majority of staff representing the local workforce system have a high level of competency with regard to digital skills and the use of technology that enables web-based meetings and all forms of distance learning. However, training in digital technology skills is provided on a regular basis to ensure the workforce system staff skills remain current and reflect the latest technology products and strategies for their use. Recent training has been provided on the following topics.

- Telling your Story with Data
- Communicating with Data
- Three Habits of Highly Effective Remote Workers
- Effective Remote Management of People
- Conducting an Effective Virtual Meeting
- Conducting an Effective Virtual Workshop
- Developing Relationships in a Hybrid Workplace

In addition, staff members are assigned specific courses and training modules available through Metrix Learning to address their individual learning needs.

Moving into the PY 2025-28 Local Plan cycle all partners agree that increased training on the applications and use of Artificial Intelligence will be needed by staff at all levels. WIB leadership will be chiefly responsible for identifying and deploying AI and other advance technology training.

Other Professional Skills Training

WIB and Employment Connection management regularly assess the training needs of staff and partner representatives. While the focus of training will vary from year to year, the following topics addressed through recent training sessions exemplify the variety of areas addressed through workshops and professional development.

- Customer Service Training
- Communication Training
- Adult Education Training Programs
- Eligible Training Provider List Overview

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

Tulare County has a diverse population with many immigrants calling communities within the county home. As an extension of this diversity, the WIB has long considered cultural awareness to be an important part of staff development. Over the last several years, staff and system partners have participated in numerous training sessions touching on cultural competence and trauma-informed strategies. Recent training addressing the needs of vulnerable and diverse populations includes:

- Disability Etiquette
- Windmills addressing the needs of and services for individuals with disabilities.
- Mental Health Resources provided by Schrank's Clubhouse
- Trauma-informed Training for Workforce Professionals
- Trauma-Informed Training for Leadership (ACE Overcomers)
- Diversity, Equity, Inclusion & Access Training
- Safe Zone 101 Training addressing the LGBT+ community

As addressed in Section I.G, as part of developing the Local Plan, WIB of Tulare County leadership convened individuals and organizations with expertise and a unique stake in serving three target groups for which services and service strategies can be strengthened: homeless and housing insecure individuals; the LGBT+ community; and individuals with mental health needs. During the four-year period covered by the Local

Plan training on services for these and other target groups will be provided to workforce development system staff at all levels.

Other strategies that the WIB will employ to increase competency in serving a wide variety of communities and individuals include hiring individuals having “lived experience” in addressing challenges faced by local job seekers (e.g., involvement with the justice system, homelessness, immigrant status) and the use of customer-centered design strategies to adapt services to best meet the needs of job seekers that utilize Employment Connection services.

C. Coordination of Rapid Response and Layoff Aversion Activities

Upon the rollout of the federal Worker Adjustment and Retraining Notification (WARN) Act in 1988, WIB of Tulare County began providing Rapid Response services to workers affected by layoffs covered by the legislation. Over the last three decades, the WIB, EDD, and local partners have continued to develop and refine Rapid Response services, reflecting guidance from U.S. DOL and the State of California and ever-evolving labor market needs. In recent years, layoff aversion activities have become an increasingly important part of the workforce system’s strategies to minimize the effects of layoffs – actual or potential – on Tulare County workers.

Responding to Events of Worker Dislocation

Tulare County businesses experiencing events of worker dislocation defined in WARN must notify the Governor, and state officials, in turn, provide notification to the WIB. Following the WIB’s notification, the Rapid Response team (which consists of the WIB Business Services Team, Employment Connection staff, and regions; partners) convenes to prepare an event-specific strategy and then meets with company officials and organized labor representatives (if applicable). One or more Rapid Response orientation sessions are scheduled for affected workers. During the orientation, the Rapid Response team presents information about services and resources available to help laid-off workers, including information about eligibility for Unemployment Insurance, training and employment opportunities available at the Employment Connection Centers, health care insurance, and more. These sessions are typically conducted at sites where workers are employed but may be held at nearby facilities. Workers receive information kits, which include printed pamphlets and flyers which summarize the information presented during the orientation and explain the next steps, including how to contact an Employment Connection Career Coach. As a follow-up service to the initial orientations, the WIB hosts weekly Rapid Response webinars that serve to further elaborate on information originally presented to workers and as a forum for workers to pose questions to workforce system staff.

Efforts to Avert Worker Dislocation

The WIB uses tools and resources such as Econovue and Dunn and Bradstreet data to identify businesses with declining revenues and other risk factors. For these businesses,

the primary mechanism through which the WIB conducts Layoff Aversion is robust business outreach and engagement activities. Members of the WIB's Business Services Team, as well as Business Resource Specialists stationed within the AJCCs, support this process by providing businesses with customized solutions to a variety of needs. Discussions with business leaders often initially focus on workforce hiring and training issues. However, during a "needs assessment" conducted by the Business Services Team, a wide range of other issues may be identified. For businesses in distress or for which specific concerns are identified, resources are presented, which may include: workshare assistance through EDD; information on loans; Small Business Development Center (SBDC) resources; Incumbent Worker Training; and California Training Benefits. The WIB's website and postings on social media sites provide information about a variety of services available to businesses.

Central Valley Industry Engagement Roundtable Support for Rapid Response

Supporting regional and local efforts to serve business is the Central Valley Industry Engagement Roundtable (CVIER), which includes participation by all eight local boards in the Central Valley and Mother Lode WDB. Also participating are EDD and representatives from the California Labor Federation. The group meets quarterly to coordinate messaging and discuss Rapid Response and other strategies for the region. The group identified the need to increase staff knowledge about labor market information, Incumbent Worker Training, Rapid Response Services, and Sector Partnerships. Training on these topics has been provided to Tulare County workforce system staff and others throughout the Valley. As the CVIER stakeholders continue to meet, WIB of Tulare County anticipates that additional strategies will be identified to support businesses, including improved approaches to Rapid Response, recruitment assistance, and layoff aversion activities.

Service Mapping to Improve Responses to Customer Needs

As part of the WIB's commitment to customer-centered service delivery, a "mapping" was recently completed of services to laid-off workers when they make initial contact with the Employment Connection center. This process entailed:

- The Rapid Response integrated team's developing a map of the customer's experience based on input from customers.
- The Welcome Team's mapping of the current state and aspirational future state of the welcome experience based on input from participants.
- Mapping the onboarding experience for customers and integrated customer interview protocols to identify work-related barriers and opportunities for services and employment.

As a result of the mapping process, services have been adjusted to better reflect customer needs.

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

WIB of Tulare County's WIOA Adult and Dislocated Worker programs and services are employment-focused and targeted to industries in which there is significant demand for talent. While the WIB strives to continuously improve services, the local workforce system is highly effective in meeting the needs of businesses and job seekers. System strengths include, but are not limited to:

- A focus on and investment in areas of key sectors of the economy including advanced manufacturing, construction, energy, healthcare, transportation, logistics, and value-added agriculture.
- Strong local partnerships across which resources are leveraged to increase efficiencies and through which collaboration enables more effective service delivery.
- Regular strategic convenings of all system partners through quarterly meetings of the Employment Connection Committee.
- Service integration across various fund sources and programs, which features cross-trained staff, strategically integrated teams, and effective communication strategies.
- A commitment to innovation and improvement through efforts such as the development and implementation of an electronic referral and tracking process.

The information that follows further highlights system strengths and effectiveness.

Approach to Adult and Dislocated Worker Service Delivery

The WIOA Title I Adult and Dislocated Worker service delivery system is structured to provide quality career and training services for eligible individuals and to achieve performance goals set at the local level and negotiated with the state. Beyond these strategies, there are several unique characteristics of the WIB of Tulare County's approach to service delivery that set its programs apart from other local workforce systems. Among these are:

- Integrated Service Delivery System
- Workforce Transformation
- Customer-Centered Design
- Focus on Priority Sectors and Jobs
- Use of Career-Specific Assessments

Integrated Service Delivery System: The AJCC partners' service delivery is rooted in an integrated service delivery system that ensures seamless, customer-centered support. By maintaining an integrated customer pool, individuals receive universal access to demand-driven, skills-based services regardless of entry point. Partner collaboration is

strengthened through relationship-building, cross-training, and shared data tools to define customer pathways to improve service coordination. A focus on industry-driven change, priority sectors, and career-specific assessments enhances employment outcomes. Clear roles, structured referral processes, and intentional follow-through ensure that services remain responsive, effective, and aligned with local workforce needs.

Workforce Transformation: In early 2021, with funding and support from the Irvine Foundation, a group of workforce research and practitioner partners set out to explore the degree to which human-centered design principles were present in local workforce development boards across California and the country. The result was the Workforce Transformation Corps. As a grantee under this initiative, WIB of Tulare County hosted a “workforce transformation fellow” to advance the Corps’ objectives: implementation of human-centered design tools and principles that move toward customer and community-centered strategies to help solve deep structural barriers facing the public workforce system. The fellow worked to develop customer journey maps that identified bottlenecks in customer flow and enabled the system to deliver services in a way that benefits our customers.

Customer-Centered Design: The WIB, the AJCC career services providers, and system partners have embraced a customer-centered approach to designing and developing services. The WIB formed three local design teams with twenty-one representatives from partner agencies, local businesses, and six WIB staff to participate in a Human-Centered Design (HCD) program to assess and design workforce services focused on a distinct customer: business; unemployed adults; and youth. The HCD teams assessed needs through one-on-one interviews with customers, emersion, and surveys to develop service prototypes for each customer group.

Career-Specific Skills Assessment: All WIOA customers seeking training are assessed with WorkKeys, a tool produced by ACT, the company that produces the college entrance exam. The WorkKeys assessment is designed to gauge an individual’s level of “workplace employability skills” in three areas: Applied Mathematics; Locating Information, and Reading for Information. Upon completion of the assessment, participants earn a National Work Readiness Certificate, which identifies their skill level in the core subject areas.

Career Services

The delivery of career services at WIB of Tulare County’s Employment Connection centers (the AJCCs) begins with a greeting and an introduction to services. AJCC staff next determines WIOA eligibility, conducts an objective assessment, and develops an action plan, which will address job readiness, supportive services, and job search assistance. Customers may participate exclusively in basic career services or may need additional assistance and be enrolled in individualized career services.

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

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

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

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

Training Services

The WIB of Tulare County makes a wide variety of training available to help job seekers prepare for jobs and careers in key sectors. Training modalities and services include:

Off-the-Shelf Training Using Individual Training Accounts: During the initial assessment, AJCC staff provides participants with an orientation to all WIOA services, including occupational skills training available through providers and programs listed on the Eligible Training Providers List. In consultation with AJCC staff, individuals receive information regarding approved programs, program quality, and training provider performance information. Participants conduct school visits to obtain more information such as class start dates, course curriculum, and other information about programs. The WIB gives priority to training programs that lead to recognized postsecondary credentials and are in-demand occupations in the WIB's targeted industry sectors. Programs/courses are purchased through an individual training account (ITAs) established for the participant.

On-the-Job-Training (OJT) is a work-based learning model that provides training in an employment setting. Businesses may be reimbursed for a pre-determined percentage of the participant's wages to cover training costs. Job-specific training plans are developed to provide structure and specify skills development outcomes.

Transitional Jobs: This activity provides participants with work experience that takes place within the context of an employee-employer relationship, in which the program provider generally acts as the employer and provides an opportunity for the participant to develop important workplace skills.

Incumbent Worker Training: The WIB has designated the manufacturing, logistics and transportation, and healthcare industries as priority sectors for incumbent worker training and has worked with local training providers to offer multi-employer site training programs that are customized to meet the needs of companies in these sectors.

Services for Business Customers

Provision of effective services to business customers is central to the success of the WIB's programs and the local workforce development system. Businesses rely on the workforce system to provide solutions to their talent needs, including support for employee recruitment, skills development, and retention. Business services include:

Consultation and Needs Assessments: The goal of business engagement is to lead to a better understanding of local businesses' workforce needs and, when necessary, connect a business to services offered by the Employment Connection, the WIB, or other industry engagement partners. The WIB Business Services Team and Employment Connection representatives coordinate engagement strategies that support Tulare County businesses and identify employment opportunities for Employment Connection's pool of job-ready talent.

Support for Recruitment and Hiring: Recruitment Assistance is a key strategy to help local businesses find the skilled workforce they need. The level of recruitment provided to a particular business depends upon its industry, the number of positions filled, and wages of vacant occupations. When a business requires recruitment assistance, Business Services Team and Employment Connections representatives collaborate on finding and developing the skilled workforce they need. The responsibilities of the Business Services Team include, but are not limited to, the following:

- Engage with business partners to understand their hiring process and the skills and training needed for open positions.
- Provide consultation to business partners in need of recruitment assistance.
- Leverage work-based training opportunities.
- Publicize open positions and recruitment events on various platforms.
- Schedule and coordinate the logistics for recruitment assistance events with the designated Recruitment Assistance Team.

Sector Partnerships and Support for Key Industries: Sector partnerships are collaborations between businesses within the same industry and labor market region, working together with education, workforce development, and economic development organizations to address challenges and seize opportunities to strengthen their industry. For over a decade, the Workforce Investment Board of Tulare County has led the Tulare-Kings Healthcare Partnership and supported the South Valley Industrial Collaborative (Advanced Manufacturing and Transportation, Warehousing, and Logistics). Key initiatives connected with these sector partnerships include:

Sector Summits: These collaborative events provide professional development for local educators and workforce development professionals, immersing them in a specific business environment to understand local industry needs and trends. Summits may feature site tours, panel discussions, upskilling sessions, work demonstrations, and networking opportunities to promote work-based learning.

Career Exploration Events: These events give local students the chance to learn about high quality, in-demand jobs in the region. Examples include immersive programs like Growing Health Leaders, and facility tours for large groups such as those that take place during an annual Manufacturing Day.

Talent Pipeline Management: This six-step process identifies and addresses gaps and inefficiencies in the talent pipeline for critical jobs in the region.

Priority Sectors and Quality Jobs: One-page labor market profiles have been created for the region's priority sectors. Initial training has been provided to demonstrate how to use the data presented within the profiles, and monthly training is provided to examine the labor market for each of the priority sectors. In addition, frontline staff participate in Sector Summits, conducted quarterly by the Tulare-Kings College and Career Collaborative. These summits feature on-site business externships; sector-specific updates about the labor market; and dialogue to encourage collaboration between workforce and education partners.

The WIB provides data to community partners and helps to keep them informed about the local labor market. Staff provides custom reports to industry, community colleges, economic development, K-12, adult education, and Employment Connection representatives. This information is used to understand how they should focus training and presentations.

Priority of Service

The AJCCs prioritize services for Adult Program participants that meet criteria in the following categories.

Public Assistance Recipients and Other Low-Income Individuals: The WIB published local directive WIB TUL 16-01, which provides guidance on the priority of service for recipients of public assistance and other low-income individuals. To be considered low-income, an

individual must meet one of the following criteria:

- Receives, or in the past six months has received or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) program, supplemental security income program, or state or local income-based public assistance;
- Is in a family with total family income that does not exceed the higher of the following: beneath the Poverty line or 70 percent of the Lower Living Standard Income Level;
- Is homeless; or
- Is an individual with a disability whose own income does not exceed the income requirement but is a member of a family whose total income does exceed the maximum.

Tulare County HHSA, along with other public agencies and community-based providers assists the AJCCs in recruiting individuals from this priority group.

Individuals Who Are Basic Skills Deficient: Priority for individuals in this category is established at the time of eligibility determination and does not change during participation. Basic skills deficiency criteria include:

- Lacks HS Diploma or equivalency and is not enrolled in postsecondary education;
- Enrolled in Title II Adult Education/Literacy program;
- English, reading, writing, or computing skills at an 8.9 or below grade level;
- Determined to be limited English skills proficient through staff-documented observations; or
- A standardized test may be used to assess basic skills that include reading, writing, or computing skills.

Information regarding eligibility is documented in the participant's file and may take the form of school records; a referral from a WIOA Title II basic adult education; or ELL program; academic assessment results; case notes; or self-attestation.

Veterans: Priority of Services for Veterans and Eligible Spouses is specified in local directive WIB TUL 22-01. The federal Jobs for Veteran's Act mandates priority of service for veterans and eligible spouses "who otherwise meet the eligibility requirements for participation" in DOL programs.

The Employment Connection centers are required to provide priority of service to veterans and eligible spouses for all WIOA and Wagner-Peyser funded activities, including technology-assisted activities. Priority of service means that veterans and eligible spouses are entitled to take precedence over non-covered persons in obtaining employment, training, and placement services. More specifically, a veteran or an eligible spouse either receives access to a service earlier in time than a non-covered person or, if the resource is limited, the veteran or eligible spouse receives access to the service instead of or before the non-covered person.

In implementing priority of service, providers must ensure veterans and eligible spouses receive basic career services and individualized career services before other non-covered individuals. Additionally, they must ensure veterans and eligible spouses receive first priority on waiting lists for training slots and are enrolled in training prior to non-covered persons. However, once a non-covered participant is enrolled in a workshop or training class, priority of service is not intended to allow a veteran or eligible spouse to bump the non-covered participant from that class or service.

Individualized career services and training services are each subject to the WIB's priority of service provisions.

E. Services and Activities Available under WIOA Title I Youth Program

Tulare County offers a comprehensive year-round WIOA youth workforce development program for both in-school and out-of-school youth ages 16-24. Youth programs are delivered by competitively procured providers (listed below) with experience in providing workforce development services to both in-school and out-of-school youth. Youth programs are co-located in both comprehensive AJCCs (Porterville and Visalia), and the following sites across the county.

- Area I – Porterville and surrounding areas (TCOE – SEE)
- Area II – Tulare and surrounding areas (CSET)
- Area III – Visalia and surrounding areas (CSET)
- Area IV – Cutler-Orosi/Dinuba and surrounding areas (CSET)
- Area V – Farmersville/Exeter and surrounding areas (Proteus, Inc.)

Tulare County WIOA Youth Services

Services focus on helping youth align their interests and skills with education, training, and employment. All participants receive individualized, comprehensive, and integrated services that provide the opportunities, preparation, and support necessary to transition to a successful and sustainable career path. Youth Priorities include the following.

For those participants who do not have a high school diploma

- To earn a high school diploma or equivalency credential during or post-participation.
- Obtain subsidized employment or unsubsidized employment in a career path with sustainable wages.

For those participants who have received a high school diploma

- To enroll in a postsecondary education program; or
- Enroll in an occupational training program in an in-demand industry sector; or
- Obtain subsidized or unsubsidized employment in a career path with sustainable wages.

To serve in-school youth, the WIB partners with school districts to develop specialized projects for their students. These projects focus on opportunities to bridge, education, training and employment. This approach strengthens communication and coordination of services to better serve the students needing workforce development services, skills attainment, and coordination of supportive services. Students are identified and referred to the WIOA youth program by their school site work-based learning coordinator or school counselors. Target populations include students with disabilities, justice-involved youth, foster youth, homeless or runaway youth, and those who are English language learners.

WIOA prescribes 14 youth elements or service categories that must be available in all Youth programs. The actual services provided to a participant are based on the results of individual assessments. The WIB ensures that youth can access all WIOA-required services, including the following, which are those that typically reflect areas of greatest need among local youth.

Orientation: WIOA Orientations expose youth to all features and benefits of the program.

Eligibility Determination: WIOA youth eligibility documentation includes in-school or out-of-school status, age between 16 and 14, authorization to work, residency, selective service, barriers, family size, and income verification.

Objective Assessment: All participants enrolled in the WIOA youth program receive an objective assessment, which establishes baselines for all activities and training. It will act as the foundation for developing goals (i.e., educational, employment, credential attainment, etc.). CASAS is used to determine grade equivalent reading and math levels, which may include a basic skills deficiency that will be addressed by the program. Other instruments used to assess youth include Mynextmove and O*Net.

Individual Service Strategy (ISS): This customized service planning document is based on the objective assessment results. The ISS is a written plan of action that identifies age-appropriate short and long-term goals, including career pathways, education goals, and service needs.

Comprehensive Guidance and Counseling: Each youth receives one-on-one support from a career coach and may be referred for additional specialized services such as personal, family, or substance use-related counseling. Some youth may receive individual or group mentoring support.

Work Readiness Skills Training: Youth participate in workshops and one-on-one activities to improve their knowledge and abilities in interviewing skills, resume building, job search, conflict resolution, and team building, and receive guidance on completing financial aid and college applications.

Basic Skills Training: Participants assessed as deficient in basic literacy skills or lacking a high school diploma or equivalency will be offered services through referral to the local

education system, which provides options for basic literacy skills training and dropout recovery and offers academic training and access to occupational skills training.

Work Experience: Most youth participate in work experience, which is a structured learning activity that takes place in a workplace and provides youth with opportunities for career exploration and skills development.

Occupational Skills Training: Job-specific training in-demand occupations is available to youth ages 18-24. Youth may participate in training-specific assessment to determine their suitability for various program.

Activities to Support Educational Attainment: Youth have access to a wide range of training to improve basic skills, advance toward school completion, or prepare for post-secondary transition, such as enrollment in college, advanced training, or other vocational programs, including apprenticeships.

Financial Literacy Education: Youth are provided financial literacy education and are guided on how to create a personal and household budget, to make an informed financial decision about education, retirement, homeownership, and credit scores.

Labor Market and Employment Information: WIOA Youth Program staff educate youth on in-demand industry sectors or occupations available in the local area.

Supportive Services: Supportive services are provided to overcome barriers that hinder the successful participation in WIOA funded activities. Supportive services may include transportation, work attire, and more.

Activities to Prepare for and Transition to Postsecondary Education and Training: WIOA youth participants interested in advanced education are provided with college exploration and guidance, career assessment, financial aid, and labor market information.

Follow-up Services: WIOA Youth Program staff provide a minimum of 12 months of follow-up services for participants, which may include assisting youth with securing and retaining employment, continuing training, or attaining secondary or postsecondary credential/diploma.

Serving Youth with Disabilities

Individuals with disabilities participate in a comprehensive assessment to identify their skills, interests, barriers, and goals. Based on the results of their assessment, these participants receive services corresponding to their individual needs. Depending on the participant, services may include activities leading to competitive integrated employment opportunities.

The Student Training and Employment Program (STEP) is a specialized program in which the WIB and DOR share consumers. The program serves students with disabilities with

job readiness training and work experience in a career pathway matching their interests and career goals. The program targets students ages 16–21 who have 504 or IEP plans. Participants are co-enrolled in the WIOA youth program, with referrals and enrollments approved by the Department of Rehabilitation.

The Equity Target Population (ETP) program also serves this target population. It is focused on creating a skilled workforce, addressing employment gaps, and improving access to quality jobs for people with disabilities and disconnected youth. The program provides work-based learning, transitional jobs, and cohort-based training in sectors such as advanced manufacturing, healthcare, transportation, and logistics.

Strategies to Promote Digital Literacy

Whether youth services are provided at a comprehensive AJCC, a satellite center, or a community-based site, participants have access to technology in resource rooms, large and small. The overwhelming majority of youth participants demonstrate high levels of digital literacy, as they were born into a world where personal computers, personal devices, and the Internet are part of daily life. While the WIB has served many youth participants who have not had their own hardware, exposure in school and through other activities has resulted in their development of strong digital skills. Even when encountering new technology, young people tend to approach such situations with far less apprehension than their older counterparts, such as baby boomers. When youth participants do need support to increase their digital literacy skills, workshops, tutorials, and on-line training are available.

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

The WIB of Tulare County is responsible for the disbursement of grant funds. The WIB has been delegated the authority to disburse WIOA grant funds by agreement with the Tulare County Board of Supervisors (TCBOS). This authority is documented in an Administrative Services Agreement between the WIB and TCBOS dated August 22, 2017.

The WIB uses a competitive procurement process to award grants and contracts for activities carried out under this plan. This process follows all applicable federal, state, and local guidelines for such procurement. Procurement of WIOA Title I Adult, Dislocated Worker, and Youth programs takes place every four years. During the 4 years covered by this plan, procurement will result in the award of contracts for all Title I programs.

All procurement transactions by the WIB and its subrecipients are conducted in a manner providing full and open competition consistent with standards of the Uniform Guidance at 2 CFR part 200. To the extent possible, bidders/proposers or offerors must have an equal chance to secure a contract. The requirements specified in the procurement must bear a relationship to the need being procured. The process for a competitive procurement includes the following:

- A Request for Proposal/Quote (RFP/RFQ) is prepared that includes response timelines, ensuring sufficient time for all phases of the procurement process to be carried out.
- Proposal evaluation procedures are established.
- Public notification of the procurement is issued through an announcement in a local public medium (e.g., newspaper) or media that, at a minimum, cover the entire service area. A copy of the RFP/RFQ is provided to any party requesting it. Notification is made through the dissemination of the RFP/RFQ to entities included on the current, applicable proposal list. A record (e.g., log) is made of all inquiries received regarding the procurement and the submission requirements. All inquiries are responded to in writing, except those that are answered in the solicitation. Copies of all inquiries and written responses are distributed on a timely basis to all parties to whom the solicitation has been distributed. Clarification updates are issued weekly to ensure that timely and accurate information is distributed to all potential bidders.
- A proposers' conference is held after the distribution of the RFP. When such a conference is held, all parties to which the solicitations have been distributed are notified of the date, time, and place of the conference. This notification is included in the RFP itself. Each question answered at the conference is documented in writing and this information is provided as an addendum to the solicitation package to any subsequent requesters of the RFP.
- The date and time proposals are received are noted to ensure that only proposals received by the due date and time qualify for the evaluation process.
- Competitive negotiation requires that at least two responsive proposals for the same scope of work and service area are received in response to the RFP. If only one responsive proposal is received, then there has been a failed competition and the WIB has the option to re-compete the procurement or proceed. The WIB's definition of a failed competition and its rights and options in the event of such a failure are included in the RFP.

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

WIB of Tulare County has implemented approaches to fulfilling the WIOA-mandated Operator and Career Services Provider roles that produce strong results for the local workforce development delivery system.

AJCC/One-Stop Operator

The WIB has secured approval from the state to serve the AJCC/One-Stop Operator (OSO) for the workforce system in Tulare County. As the OSO, the WIB provides

coordination of services as prescribed by WIOA and its implementing regulations for the local network of AJCCs, including two comprehensive centers; one in Visalia and the other in Porterville.

The WIB has identified a number of advantages to acting in the role of OSO. First, it eliminates duplication of effort, as the WIB already provides much of the coordination of the AJCC system that is required of the OSO. In addition, the WIB's longstanding role in the community has resulted in many strong and effective relationships with required partners and other stakeholders. The WIB had led the development and implementation of customer-focused services for employers and job seekers. This approach to the AJCCs' delivery of services enables the system to address participants' individual needs and circumstances, which often call for the deployment of services from multiple partners.

In the role of OSO, the WIB strives to continuously evaluate and improve services and to realize efficiencies that make services more accessible and that achieve greater results. As OSO, the WIB continues to embrace the following guiding WIOA Principles:

- Streamlining services through AJCC service delivery systems;
- Empowering individuals through information and access to training services;
- Providing universal access to employment-related services; and
- Increasing accountability (i.e., improving customers' employment retention and earnings, improving the quality of the workforce, sustaining economic growth, enhancing productivity, and reducing welfare dependency).

Career Services Provider

The WIB competitively procures and contracts out the duties and responsibilities of the career service provider. The board contracts with Community Services & Employment Training (CSET) to deliver career services in Visalia, Porterville, and Tulare centers, and Proteus, Inc. is contracted to deliver career services in Dinuba. Career services are described under Section IV.D of this Plan.

V. SYSTEM PRIORITIES FOR PROGRAM YEARS 2025 - 28

The Local Plan describes not only the services and priorities of WIOA Title I programs, which are administered and overseen by the WIB, but those of the many partner agencies that comprise the local workforce system. To ensure that the Local Plan reflects systemwide perspectives, WIB of Tulare County's leadership organized a series of community and stakeholder discussions. These sessions captured input from individuals representing various organizations and interests, including individuals from WIOA core partner programs, economic development, education, and representatives of community-based organizations, among others. As a result of these listening sessions, the workforce system will examine and seek to address the following issues during the period covered by the four-year Local Plan.

A. Workforce Priorities for Tulare County**1. Increase Digital Skills and Digital Workplace Readiness**

To compete successfully for jobs and maximize opportunities for career advancement, workers will need a wide range of digital technology skills, including the ability to utilize software common to most workplaces, web-based applications, and artificial intelligence (AI) tools.

2. Develop Workers' Communication Skills

Success in all work environments requires strong communication skills, including not only the ability to communicate effectively verbally and in writing but also competency in clear messaging, persuasive speech, and relationship building.

3. Ensure System Accessibility

The success of the workforce system in meeting its customer's goals requires that all aspects of the system be easily accessible to customers. The workforce system should develop a comprehensive accessibility strategy that addresses brick-and-mortar service sites, digital information and services, promotion and messaging, and ease of processes.

4. Examine Impact of Investments

While WIOA and its many of its partners' programs are subject to standardized performance measurements, long-term effects of participation in local workforce development programs and services is not clear. Efforts to track program effectiveness and outcomes over extended periods following customer participation could provide critical information for program improvement.

5. Continue to Build Collaboration

Collaboration is a hallmark of the local workforce development system. WIB leadership, Employment Connection management and staff, and system partner representatives should continue to encourage stakeholder organizations to engage with the system and to openly share information and resources.

B. Strategies to Improve Workforce Development Services for Individuals Experiencing Homelessness

1. Identify Mechanisms for Financial Support

To promote the greatest likelihood of success for homeless and housing insecure individuals participating in training and job readiness activities, mechanisms for financial support must be available. These may include stipends, incentives, paid work experience, part-time employment, or combinations of strategies.

2. Ensure the Availability of Wrap-Around and Extended Support

Sustained employment requires that comprehensive support remains available during and well after participation in workforce services. Individual service planning must ensure that support continues until housing, transportation, healthcare, and access to other essential services are stable.

3. Promote the Use of Peer Support Specialists

The availability of peer support specialists and other coaches has proven to be a successful strategy to support homeless and housing insecure individuals at work. Workforce system partners should examine opportunities to increase the availability of such individuals, including working with businesses to provide this form of support.

C. Supporting LGBT+ Individuals through Workforce Development

1. Increase Understanding and Acceptance

To promote utilization of workforce system services by LGBT+ individuals, comprehensive training should be provided to staff to increase their understanding and acceptance of diversity.

2. Engage LGBT+ Advocacy Leaders in the Workforce System

Community leaders should be fully engaged by the workforce system partners to increase their understanding of the features and benefits of the system and to create opportunities for them to share information with system partners.

3. Promote Acceptance of Chosen Identities and Identifiers

Chosen identifiers may include a person's name, gender identity, and personal pronouns. Training and information should be provided to workforce system staff to promote their acceptance of chosen identities and identifiers and improve their ability to share this information with others.

4. Ensure Safety and Promote Belonging

Environments where workforce system partners deliver services must ensure the safety of all customers and promote their sense of belonging in such spaces. Workforce system partners should inform businesses of the importance of adopting these practices.

D. Improving Linkages to Workforce Services for Individuals with Mental Health Needs

1. Increase Understanding of Mental Health Conditions and Needs

To provide appropriate support and assistance, workforce system partners must develop a clear understanding of mental health and the challenges faced by individuals with mental health needs. Training should be provided to staff at all levels.

2. Assess Businesses' Capacity to Function as "Wellness Partners"

Some work environments are better suited to accommodating individuals with mental health challenges. As part of the WIB's job quality framework, an assessment of businesses' capacity to function as "wellness partner" employers could lead to successful placement outcomes.

3. Integrate Mental Health and Wellness into the Workforce Development System

Information and services that acknowledge and promote the importance of mental health should be incorporated into workforce system partner programs.

VI.

APPENDICES

The following items are included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-28 Local Plan, the WIB hosted a series of discussions focused on topics affecting strategies and services across the system and for specific target groups.

These discussions included:

Workforce Priorities for Tulare County: Questions/topics addressed include, but were not limited to:

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

This community and stakeholder forum was held in-person on October 21, 2024.

Enhancing Workforce Solutions for Individuals Experiencing Homelessness

This targeted stakeholder discussion was held via videoconference on November 5, 2024.

Empowering LGBT+ Communities through Workforce Services

This targeted stakeholder discussion was held via videoconference on December 5, 2024.

Strengthening Workforce Support for Individuals with Mental Health Needs

This targeted stakeholder discussion was held via videoconference on December 5, 2024.



The
**WORKFORCE
INVESTMENT
BOARD of
TULARE
COUNTY**

SAVE THE DATE!

Empowering LGBTQ+ Communities through Workforce Services

Stakeholder Meeting

November 5, 2024

2:00 - 3:15 pm

Zoom Meeting

For more information contact:

Edith Hernandez

ehernandez3@tularewib.org or 559-713-5219





SAVE THE DATE!

Enhancing Workforce Solutions for Individuals Experiencing Homelessness

Stakeholder Meeting

November 5, 2024

9:30 - 10:45 am

Zoom Meeting

For more information contact:

Edith Hernandez

ehernandez3@tularewib.org or 559-713-5219





The
**WORKFORCE
INVESTMENT
BOARD of
TULARE
COUNTY**

SAVE THE DATE!

Strengthening Workforce Support for Individuals with Mental Health Needs

Stakeholder Meeting

December 5, 2024

10:30 - 11:45 am

Zoom Meeting

For more information contact:

Edith Hernandez

ehernandez3@tularewib.org or 559-713-5219





The
**WORKFORCE
INVESTMENT
BOARD of
TULARE
COUNTY**

SAVE THE DATE!

Community Stakeholder Meeting

Developing Workforce Priorities for Tulare
County

October 21, 2024

2:00 - 4:00 pm

Visalia Employment Connection Center

Learn More at: www.tularewib.org

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, Social Media, Website	Employer: Advance to Work	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	CBO: Proteus, Inc. - WIOA Section 167 Program - Education - Title I Adult - Title II AEFLA	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	CBO: CSET - WIOA Title I-Youth - WIOA Title I-Adult - Title V SCSEP - Welfare to Work - Navigation Center	Attended Forum, Participated in 1-to-1 discussions with WDB.	Engaged in the planning process.
Email, Social Media, Website	CBO: Geo Reentry Services - Justice Involved	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	Human Services: Tulare County Department of Child Support	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	Education: Tulare County Office of Education	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	Education: Visalia Unified School District - Title II AEFLA	Attended Forum	Engaged in the planning process.
Email, Social Media, Website	Education: College of the Sequoias - Carl Perkins CTE	Attended Forum	Engaged in the planning process.
Email, Phone Call	Human Services: Homeless Initiative	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	Human Services: Kings-Tulare Homeless Alliance	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	Human Services: Tulare County Resource Management Agency	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	CBO: Good Samaritan Hospital	Participated in 1-to-1 discussions	Engaged in the planning process.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, Phone Call	CBO: Salt & Light	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	CBO: The Source	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	Human Services: HHSA Mental Health	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	CBO: Schrank's Clubhouse	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	Human Services: Community Health	Participated in 1-to-1 discussions	Engaged in the planning process.
Email, Phone Call	CBO: Kings View	Participated in 1-to-1 discussions	Engaged in the planning process.

**Public Comments Received That Disagree with The
PY 2025-28 Local Plan**

No opposing comments were received during the 30-day public comment period.

THE FOOTHILLS SUN-GAZETTE

402 SOUTH F STREET, EXETER, CA 93221
TELEPHONE (559) 592-3171 / FAX (559) 592-4308

WORKFORCE INVESTMENT BOARD

309 WEST MAIN ST., STE. 120

VISALIA, CA 93291

SUPERIOR COURT OF THE STATE OF CALIFORNIA AND THE COUNTY OF TULARE

PUBLIC NOTICE

2025-2028 LOCAL PLAN OF REGIONAL PLAN

Number _____

Declaration of Publication

State of California, County of Tulare, ss:

Declarant says:

That at times herein mentioned is and was a citizen of the United States, over the age of twenty-one years, and not a party to nor interested in the within matter; that declarant is, now and was at all times herein mentioned, the Principal Clerk of the FOOTHILLS SUN-GAZETTE, a newspaper of general circulation (as that term is defined by Sec. 4460 of the Government Code of the State of California) printed and published weekly in the City of Exeter, Exeter Judicial District, County of Tulare, State of California, which newspaper has been adjudged a newspaper of general circulation by the said Superior Court Order No. 30910 as entered in Book 59, Page 306 of said Court; that the instrument of which the annexed is a printed copy has been published in each regular and like issue of said newspaper (and not any supplement thereof on the following dates, to wit:

I declare under penalty of perjury that the foregoing is true and correct.

3/12, 3/19/25

EXECUTED ON MARCH 19 , 2025 at
Exeter, California.



Declarant

Public Notice Workforce Investment Board of Tulare County Workforce Innovation and Opportunity Act PY 2025-2028 Local Plan & Regional Plan March 5, 2025

The Workforce Investment Board of Tulare County (WIB) invites public comments on the WIB's Program Year (PY) 2025-2028 Workforce Innovation & Opportunity Act (WIOA) Local Plan and the San Joaquin Valley and Associated Counties Regional Planning Unit PY 2025-2025 Regional Plan.

We encourage members of the public, including representatives from business and labor organizations, to review the draft plans and submit feedback during the 30-day public comment period, which runs from March 5, 2025, to April 4, 2025.

The draft plans and additional information are available at www.tularewib.org or in person at the Workforce Investment Board of Tulare County, 309 West Main St., Ste. 120, Visalia, CA 93291.

To submit comments, please visit www.tularewib.org, click on "Share your Insights," and follow the instructions for each draft plan.

All comments must be received by 5:00 PM on April 4, 2025, to be considered.

Sun-Gaz 3/12, 3/19/25

301-12

Signature Page

The following signatures represent approval of the Local Plan by the Workforce Investment Board of Tulare County and the Chief Elected Official for Tulare County Local Workforce Area.

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

Colby Wells, WIB Chair Date

For the **Tulare County Board of Supervisors**

Pete Vander Poel, Local Chief Elected Official Date

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

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

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

C. California's Strategic Workforce Priorities

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

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

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

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

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

D. Overview of the SJVAC RPU and the Region

The parties to the Regional Plan are the eight local workforce development boards within the RPU, which include seven boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare) and one consortium board representing three counties (Kern, Inyo and Mono). Through their Central California Workforce Collaborative (CCWC) network, the WBDs were all actively involved in the regional planning process by reviewing State guidance; engaging external expertise to assist in the process; providing resource documents; organizing regional forums; and meeting as a group to share insights, make decisions, and establish priorities for regional

coordination. As the designated lead for the RPU, development of the PY 2025-28 Regional Plan was managed by the Stanislaus County WDB.

The boundaries of the RPU are those defined by the ten counties referred to above. The area comprises approximately 40,760 square miles, roughly 25% of California. With approximately 4.3 million residents, the region is more populous than 25 states.

E. Guiding Principles

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

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

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

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

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

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

F. Approach to and Context for Plan Development

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

Potential Challenges

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

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

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

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

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

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

Key Opportunities

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

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

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

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

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

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

G. Program Year 2025-28 Regional System Priorities

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

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

Section IX of this plan summarizes these and other regional issues, strategies, approaches, and key considerations that workforce system leadership and system partners will examine over the four-year course of this plan.

II. ANALYTICAL OVERVIEW OF THE REGION

The Regional Plan for the Central Valley provides an overview of the region's economy and workforce environment and describes collaborative strategies across the eight local workforce development areas. Leveraging a broad range of expertise and resources, the SJVAC RPU has completed an analysis of labor market data, as well as economic conditions and trends in the region, and analysis of the educational attainment of the current workforce.

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

Data Analysis Methodology

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

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

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

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

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

Overview

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

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

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

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

A. Analysis of Employment and Unemployment Data

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

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

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

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

Local Workforce Development Area (LWDA)	September 2019	September 2023	September 2024	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%

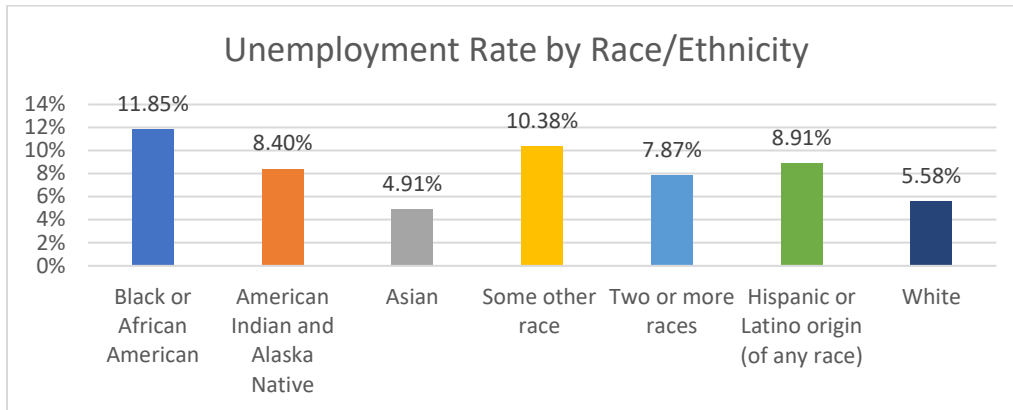
Source: Employment Development Department

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



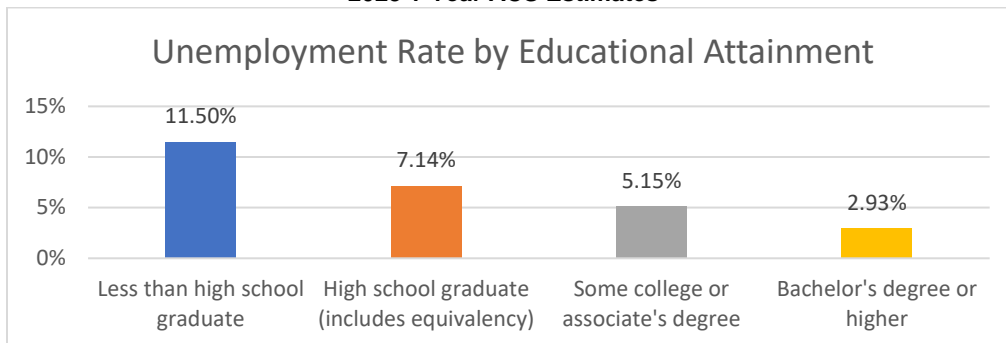
Source: ACS 1-Year Estimates, S2301 Employment Status. Does not include Mono/Inyo counties. County populations are too small to have accurate estimates for 1-Year Estimates

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%

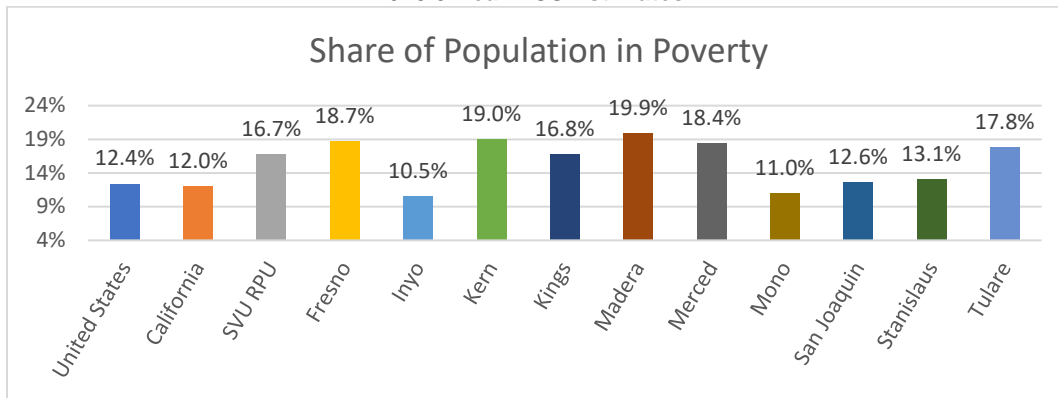
Source: 2023 ACS 1-Year estimates, S2301 Employment Status

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

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

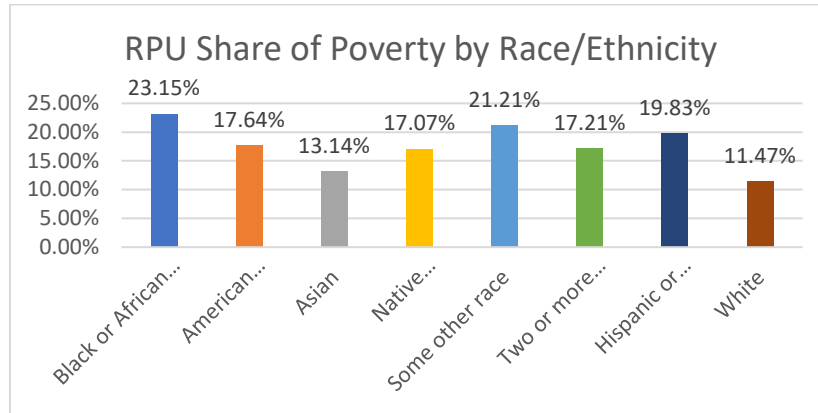


Source: ACS 5-Year Estimates, S1701 Poverty Status in the Past 12 Months

A Closer Look at Poverty – Race/Ethnicity

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

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

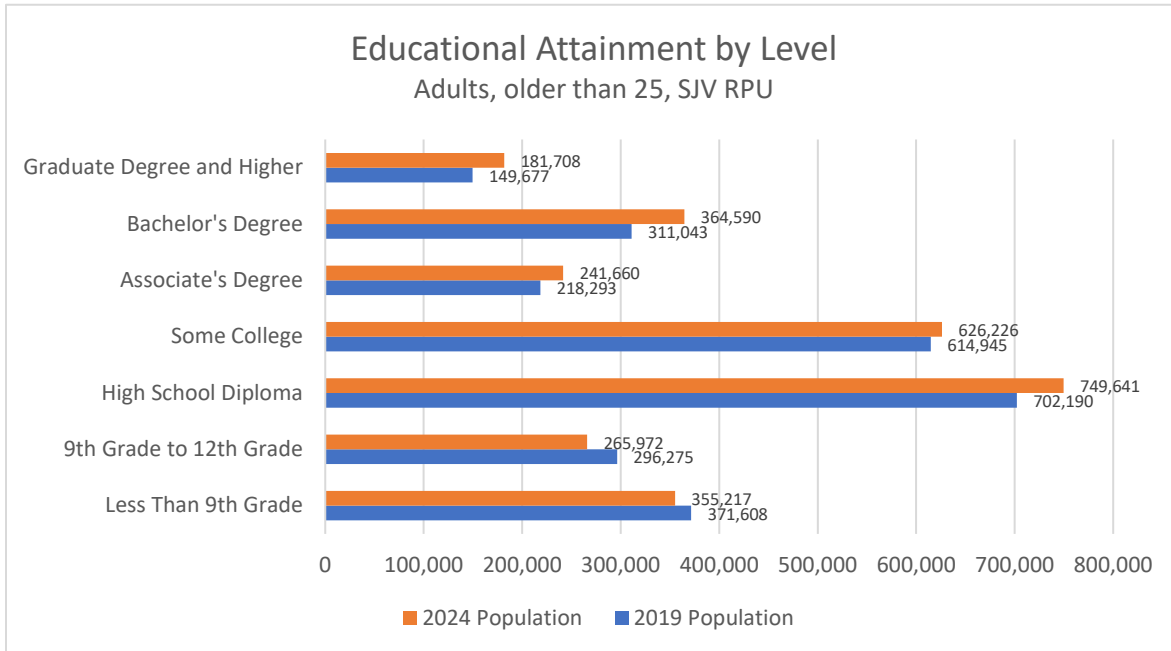


Source: ACS 1-Year Estimates, S1701 Poverty Status in the Past 12 Months

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

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

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



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

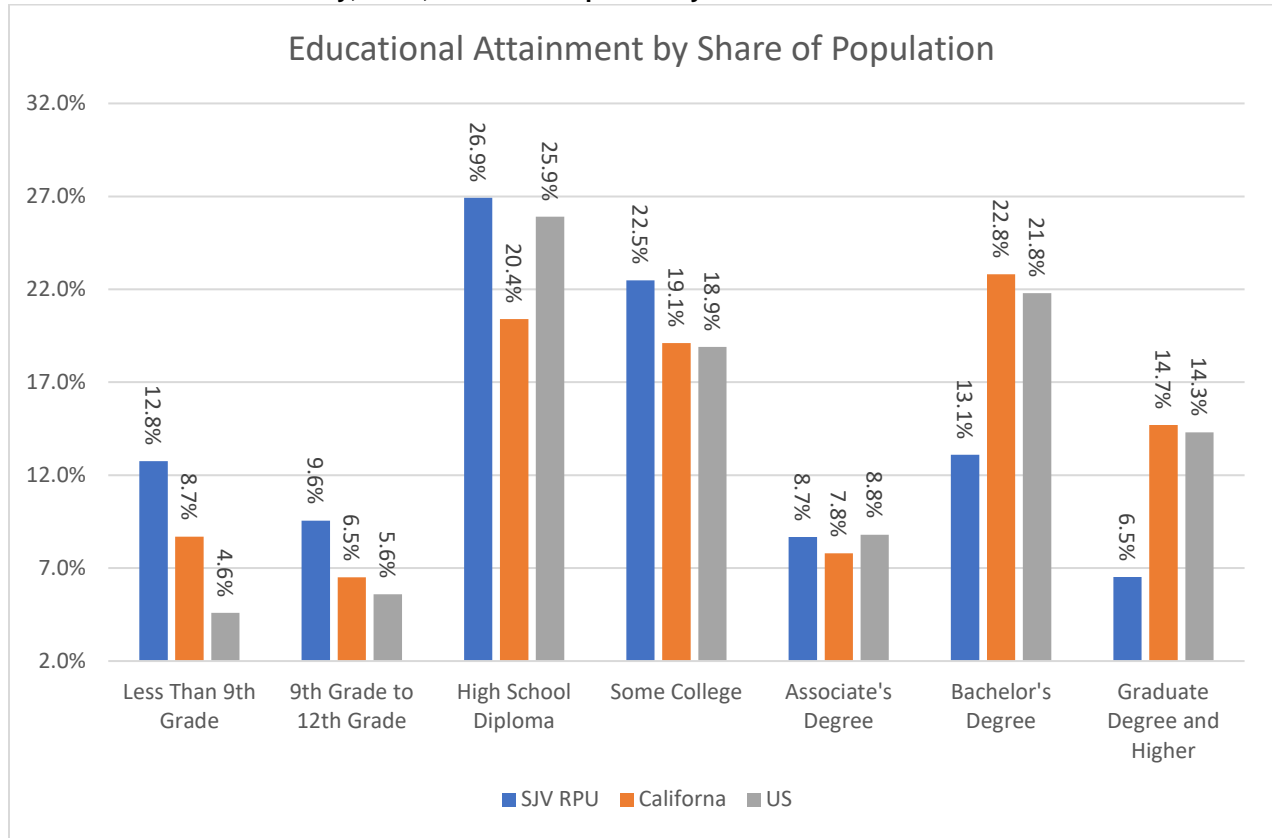
Educational Attainment – Missed Opportunities

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

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

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

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

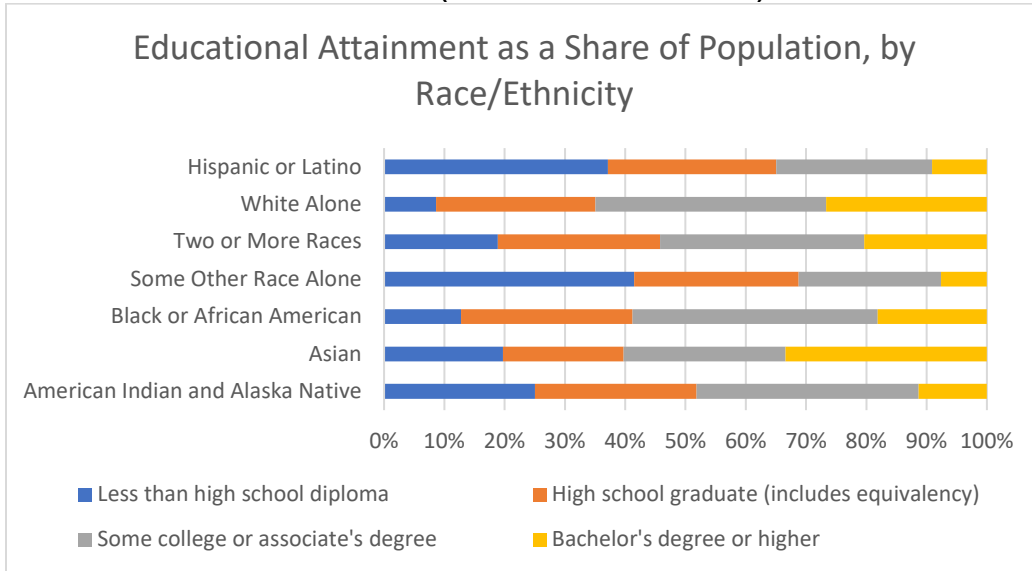


Source: EDD RPU Data Portal, Educational Attainment

A Closer Look at Educational Attainment – Race/Ethnicity

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

Graph 7
Educational Attainment as a share of population, by Race/Ethnicity
EDD Statistics (from ACS 5-Year Data 2022)

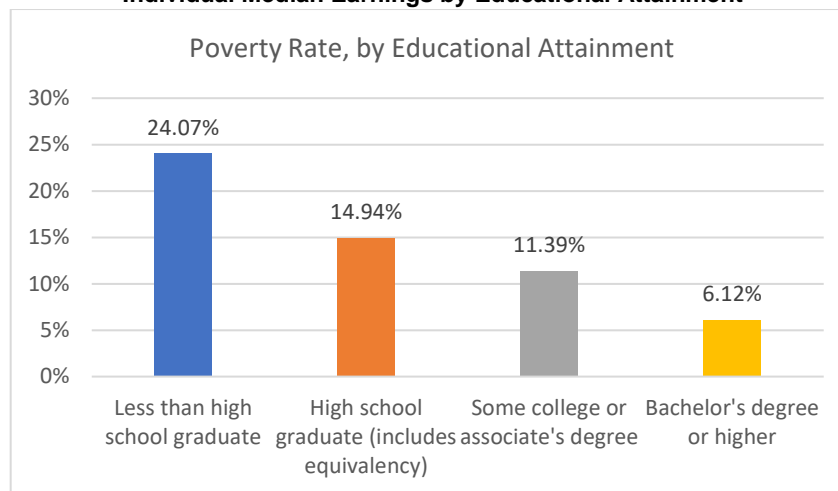


Source: EDD RPU Data Portal, Race/Ethnicity

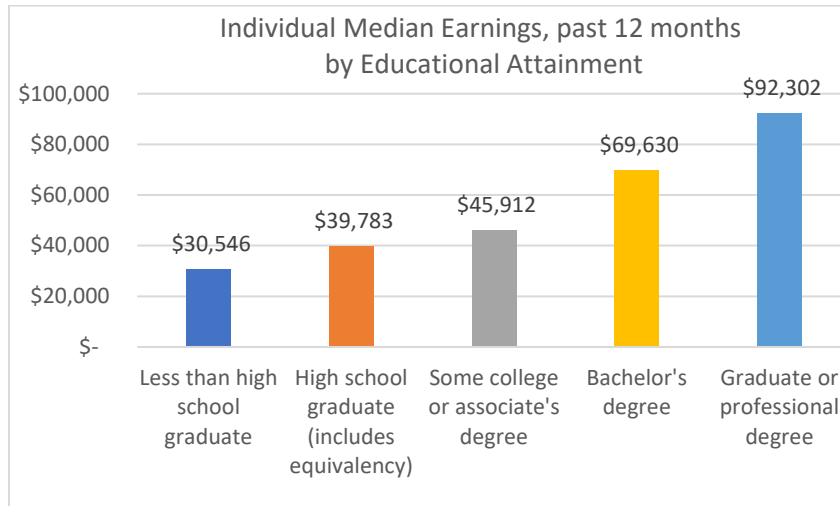
A Closer Look at Educational Attainment – The Key Antipoverty Program

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

Graph 8 and 9
SJVAC RPU Poverty Rate by Educational Attainment
Individual Median Earnings by Educational Attainment



ACS 1-Year Data (2023)



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

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

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

Industry Sector Growth

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

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

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

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

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

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

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

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

TABLE 5
Real Gross Domestic Product, by County (2019-2023)
Thousands of chained (2017) dollars

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

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

Source: U.S. Bureau of Economic Analysis

Industry Sector Losses

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

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

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

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

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

TABLE 8

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

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

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

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

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

Occupational Gains

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

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

TABLE 9

2019-2024 Growth for Occupational Data in San Joaquin RPU

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

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

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

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

Occupational Losses

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

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

TABLE 10

Five-Year Losses for Occupational Data in San Joaquin RPU

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

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

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

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

III. REGIONAL INDICATORS

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

Regions must choose at least two of the following indicators:

Indicator A: The region has a process to communicate industry workforce needs to supply-side partners.

Indicator B: The region has policies supporting equity and strives to improve job quality.

Indicator C: The region has shared target populations of emphasis.

Indicator D: The region deploys shared/pooled resources to provide services, training, and education to meet the target population's needs.

A. Regional Indicators and Associated Metrics

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Impact of Indicators and Metrics on Service Delivery

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

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

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

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

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

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

IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

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

A. In-Demand Industry Sectors for the Region

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

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

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

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

Regional Labor Market Conditions

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

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

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

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

Economic Growth and Incomes

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

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

B. Sector and Related Industry-Focused Initiatives

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

Healthforce Partners - Healthcare

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

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

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

Tulare - Kings Health Care Partnership – Healthcare

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

EMS Corp – Healthcare

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

South Valley Industrial Collaborative - Manufacturing

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

Tulare - Kings College and Career Collaborative – Multiple Industries

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

Tulare-Kings TRAIN – Multiple Industries

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

Fresno-Madera K-16 Collaborative

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

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

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

Central San Joaquin Valley K-16 Partnership

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

Biomethane Production – Green Energy

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

Carbon Capture and Sequestration Project

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

The Good Jobs Challenge

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

Valley Build – Construction

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

Central Valley Forestry Corps

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

Inland Ports Initiative

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

Fresno-Merced Future of Food (F3)

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

UC Merced Water Systems Management Lab Project

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

Stanislaus 2030 – Multiple Industries

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

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

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

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

Regional Equity and Recovery Partnerships (RERP)

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

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

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

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

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

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

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

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

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

C. Strategies to Communicate with Regional Employers

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

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

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

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

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

V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

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

A. Working with Businesses that Provide Quality Jobs

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

High Road Jobs Strategy

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

Focus on Career Pathways

The local boards represented by the SJVAC RPU have implemented regional career pathway strategies that begin with the provision of information. Such information is available through a regional initiative that culminated in the development of a website,

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

Promoting Job Quality

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

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

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

This definition of Good Jobs includes:

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

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

be related to a percentage of the Lower Living Standard Income Level for the area. Workforce leadership will continue to engage board members in discussions about job quality to determine what fits best with the policy framework of their local workforce systems.

B. Shared Target Populations and Targeted Service Strategies

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

Shared Populations

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

Targeted Service Strategies

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

VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

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

Opportunities for Building a Climate Resilient Economy and Workforce

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

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

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

Key activities for state and local partners will include:

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

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

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

SJV Clean Energy Objectives

Objectives		Potential Outcomes
Equity	Help those who least benefit from the current economy	<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 mega region, with growing links to the Bay Area and Sacramento regions. The North San Joaquin Valley (NSJV) Strategic Plan outlines a transformative vision for the region's economic future by focusing on first deploying new technologies within the region, then on translating and manufacturing of advanced products and technologies within the region, and simultaneously on nurturing home-grown start-ups that take root within the region and help form distinct industry. Strategies focus on four priority sectors: Advanced Manufacturing, Clean Energy, Carbon Management, and Circular Bioeconomy. These sectors are identified as pivotal in transitioning the NSJV toward a more sustainable, equitable, and high-value economy that can meet the challenges of the 21st century, such as climate change, re-localization of supply chains, and increasing economic resilience in the face of technological disruption.

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

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

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

VII. ACCESS AND ECONOMIC JUSTICE

Each of the local boards represented by the SJVAC RPU supports and promotes equal access to all services and activities of its local workforce system. As such, workforce leaders and system staff will continue to use and will improve upon messages that communicate commitment to equal access to career information, job readiness services, training, support in securing and maintaining a job, and career advancement.

Promoting Equal Access

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

Workforce System Commitment to Access

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

VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

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

A. Regional Service Strategies

Regional agreements, strategies, and initiatives include the following:

Central California Workforce Collaborative Regional Agreement

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

Central Valley Industry Engagement Roundtable

Supporting regional and local efforts to serve business is the Central Valley Industry Engagement Roundtable (CVIER), which includes participation by all eight local boards in the Central Valley along with Mother Lode WDB. Also participating in CVIER are the EDD, the Small Business Development Center, and the California Labor Federation.

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

Regional and Sub-Regional Grants

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

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

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

Prison to Employment Grant (P2E): San Joaquin County (lead), Stanislaus County, Merced County, Madera County, Fresno County, Tulare County, Kings County, and Kern-Inyo-Mono Counties WDBs. The grant is in process.

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

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

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

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

Regional Scaling of Local Models

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

The Regional Organizer Function

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

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

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

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

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

B. Regional Administrative Cost Arrangements

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

Additional collaborative initiatives that may be of interest to the local boards include:

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

IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES

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

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

1. Focus on Key Industries

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

2. Support Businesses in Managing Change

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

3. Engage Business in the Design and Delivery of Training

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

4. Address Climate Impacts on Economy and Work

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

5. Identify and Train the Workforce in Core Employability Skills

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

6. Prepare Youth and Young Adults for Careers

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

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

7. Recognize Changes in Worker Priorities

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

8. Leverage Under-Resourced Workers

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

9. Bring Services to Communities

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

10. Expand Collaboration

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

X. ATTACHMENTS

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

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

Opportunities and Challenges for the Workforce Development System:

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

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

This forum was held in-person on two occasions:

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

The Changing landscape of Jobs and the Economy:

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

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

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

Regional Plan Stakeholder and Community Engagement Outreach

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

PUBLIC COMMENTS THAT DISAGREE WITH THE Program Year 2021-24 REGIONAL PLAN
--

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:**

Dennis Montalbano, Chairperson	Date

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

Ian Journey, Chairperson	Date

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

Nancy Silva, Chairperson	Date

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

Brett Frazier, Chairperson	Date

SIGNATURE PAGE (cont.)

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

Leslie Abast-Cummings, Chairperson Date

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

Diane Vigil, Chairperson Date

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

Bill O'Brien, Chairperson Date

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

Colby Wells, Chairperson Date



INTEROFFICE MEMORANDUM

TO: Jennie Bautista, Deputy Director - Operations

FROM: Lisa Martinez, Program Coordinator

DATE: March 24, 2025

SUBJECT: College of the Sequoias (COS) Training Resource Center (TRC) PowerUp 2.0 Customized Training

Item	Comments
Agenda Date	WIB Meeting – Wednesday, April 9, 2025
Request	Approve entering into an agreement with COS TRC to fund a customized training for 15-20 participants, not to exceed \$75,500.
Summary	<p>On April 12, 2023, the WIB approved entering into an agreement with Fresno County EDC to operate the Good Jobs Challenge (GJC), aimed at enhancing and building regional workforce training systems that promote, create, and execute sectoral partnerships. The ultimate goal is to help individuals in Tulare and Kings Counties secure high-quality jobs. The Good Jobs Challenge initiative provides training and support in industrial skills, along with case management and follow-up services, to connect individuals with quality employment opportunities in the Distribution & Logistics and Manufacturing industries.</p> <p>Through this initiative, the South Valley Industrial Collaborative (SVIC) and the WIB convenes local industrial businesses to assess their critical job needs and conduct demand planning. Based on feedback from PowerUp 1.0—a short-term, customized training held in summer 2024 and approved by the board in May 2024—as well as a review of the Smart Automation Certification Alliance (SACA) curriculum, COS TRC has developed PowerUp 2.0, a hands-on, customized training program designed to meet industry needs.</p> <p>PowerUp 2.0 includes:</p> <ul style="list-style-type: none"> · Electrical Systems, C-201 (36 hours) – electrical safety, circuit operation, troubleshooting, and the use of digital multimeters, preparing students for careers in electrical and industrial fields. · Electrical Motor Control Systems I, C-202 (36 hours) – motor control, relay logic, and circuit operation, covering safety practices, grounding, 3-phase

	<p>motor connections, control transformers, and various motor control circuits to prepare students for industrial and commercial applications.</p> <ul style="list-style-type: none"> · Essential Workplace Skills (EWS) (18 hours) – team building, communication, attitude, conflict management, time management, values and ethics <p>Completing the C-201 Electrical Systems 1 and C-202 Electric Motor Control Systems 1 courses qualifies individuals for corresponding micro-credentials from the SACA.</p> <p>The total training length is 90 hours from June 9, 2025, through July 17, 2025. The PowerUp 2.0 cohort is planned to launch in June 2025 with a capacity of 15-20 participants. The total cost per student is approximately \$3,775 with a maximum program cost of \$75,500 for 20 participants.</p> <p>The COS TRC is included in the GJC budget and an agreed-upon contract with Fresno EDC, therefore the WIB is not required to undergo a separate procurement process for this training provider.</p> <p>Referrals and outreach for the program will be conducted through agreements with Community Services Employment Training (CSET) and Kings County Job Training Office (KCJTO).</p>
Fiscal Impact	Expend Good Jobs Challenge training funds up to \$75,500.
Alternatives	Develop and identify alternative methods to provide industrial training for individuals interested in industrial careers.
Involvement of Other Organizations	Kings County Job Training Office, Community Services Employment Training, South Valley Industrial Collaborative

WORKFORCE DATA NEWSLETTER

an In-Depth Analysis of Labor Market Information

From February 2023 to February 2024...



UNEMPLOYMENT RATE
decreased by **0.5%**



FARM JOBS
increased by **600**



LARGEST GAIN:
Local Government (Education) | **1,400**



LABOR FORCE
increased by **2,400**



NON FARM JOBS
increased by **1,000**



LARGEST DECLINE
Professional & Business Services | **-200**

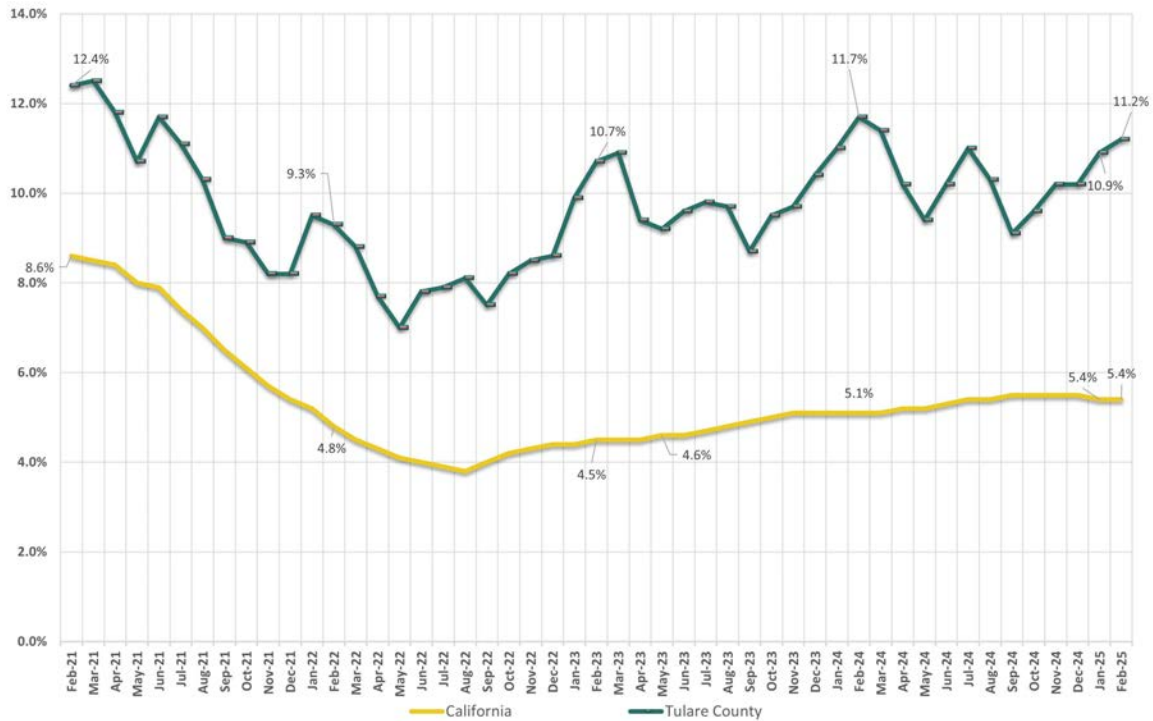
Highlights from the recent report include:

- From February 2024 to February 2025, the unemployment rate in Tulare County decreased from 11.7% to 11.2%
- From February 2024 to February 2025, the labor force increased by an estimated 2,400 adults
- From February 2024 to February 2025, Non-Farm Jobs increased by an estimated 1,000 adults

Employment in Tulare County vs. California

HOW DOES TULARE COUNTY'S UNEMPLOYMENT RATE CHANGE OVER TIME?

Tulare County and California Unemployment Rates
February 2021 - February 2025

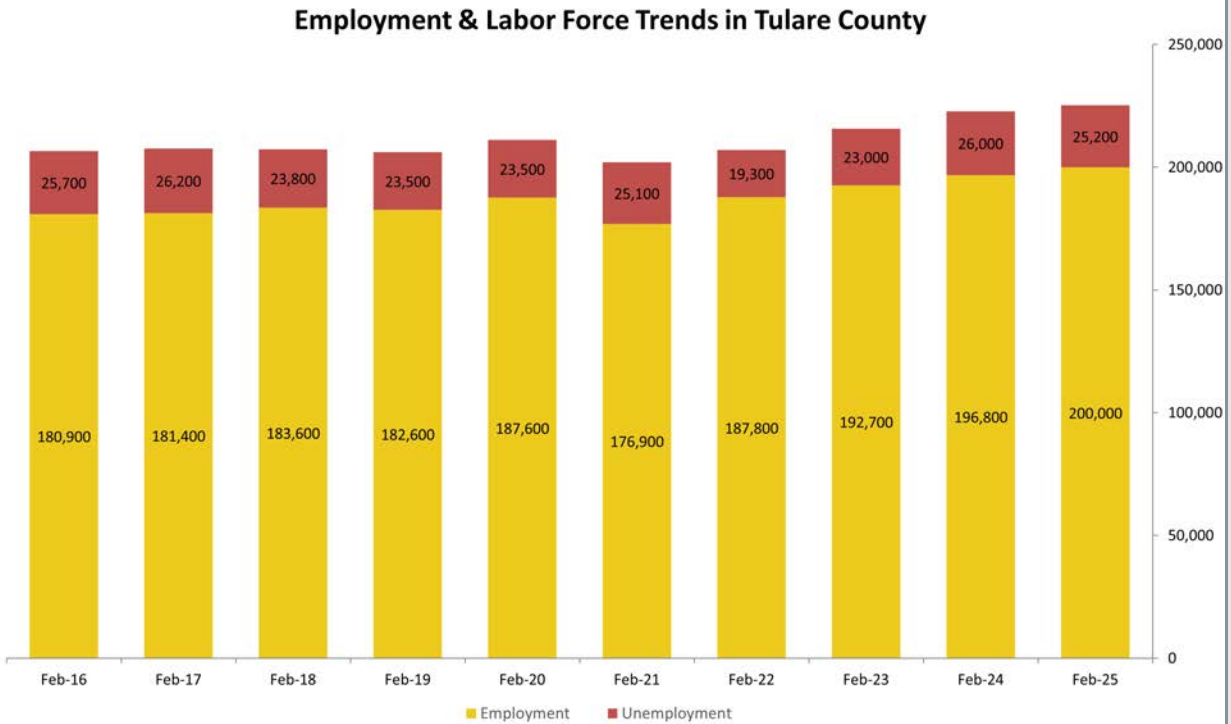


The California Employment Development Department (EDD) reported a 0.7 percent decline in the rate of unemployment year over year from 11.7 percent in February 2024 to 11.2 percent in February 2025

However, from January to February of 2025, the unemployment rate in Tulare County increased slightly by 0.3 percent from 10.9 to 11.2 percent.

	November 2023	October 2024	November 2024	Change	
				Month	Year
Labor Force	215,900	212,200	215,600	3,400	-300
					100
	22,000	20,900	21,500	600	-500

The graph below shows February employment and labor force trends over the last 10 years.



Gains + Losses | The Number of Jobs in Tulare County

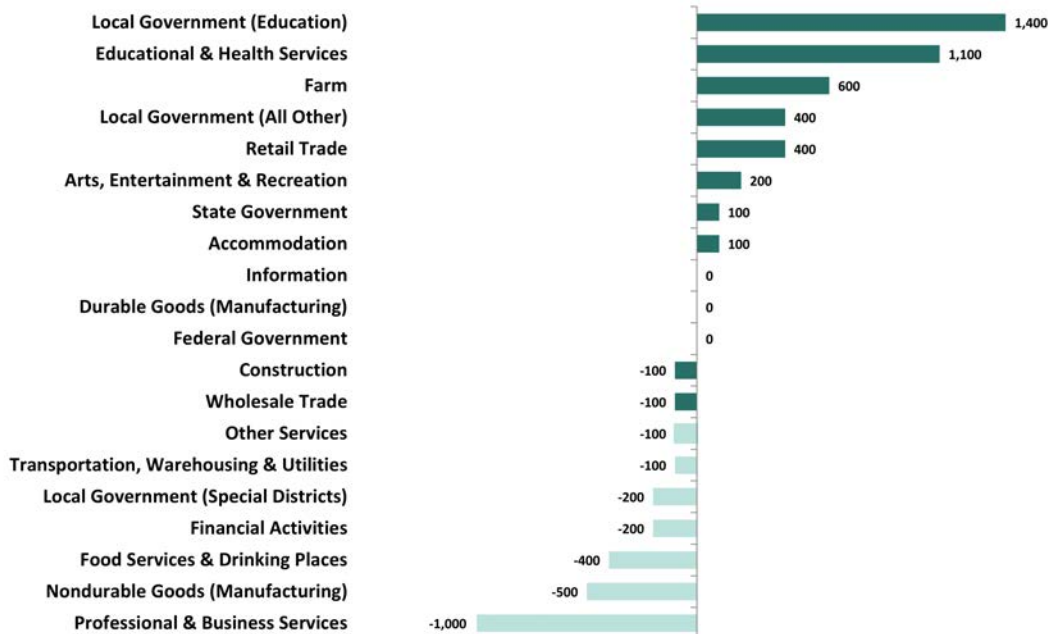
HOW MANY JOBS HAVE COME AND GONE IN THE LAST YEAR & THE LAST MONTH?

YEAR OVER YEAR | A COMPARISON

From February 2024 to February 2025, Local Government (Education) showed a year-over numerical gain with an increase of 1,400 jobs, while Arts, Entertainment, & Recreation and Accommodation showed strong percentage gains with year-over job growth of 22.2 and 11.1 percent respectively. Professional and Business Services had the largest year-over declines with 1,000 fewer jobs, a decrease of 8.6 percent.

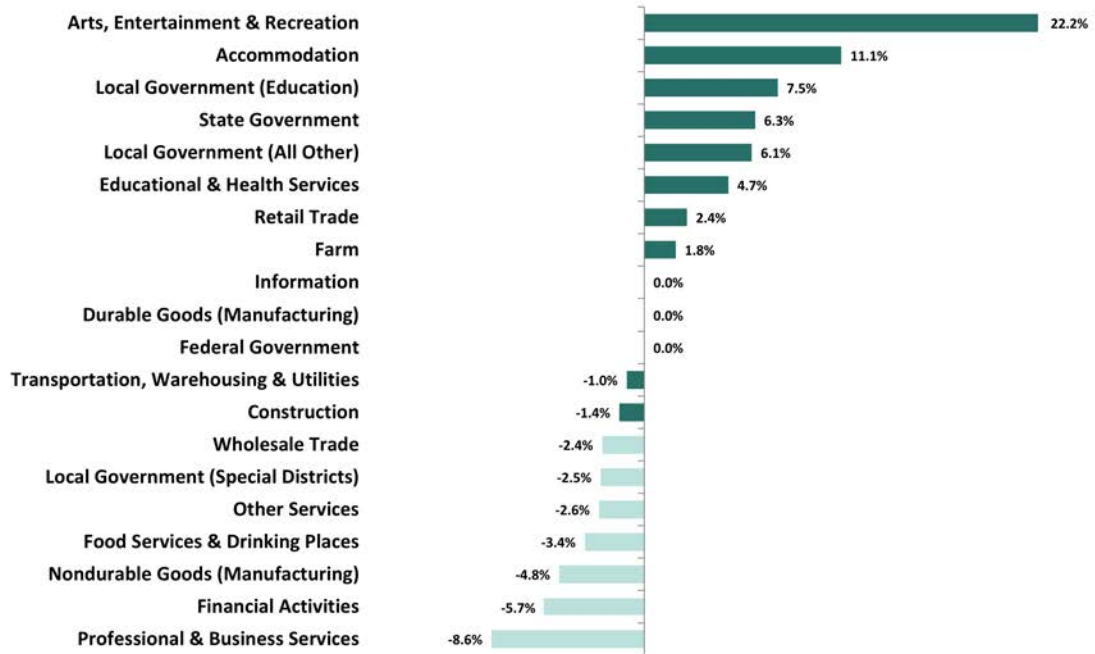
Tulare County 2024-2025 Change in Jobs

February 2024 - February 2025



Tulare County 2024-2025 Percent Change in Jobs

February 2024 - February 2025



MONTH OVER MONTH | A COMPARISON

From January to February 2025, Local Government (Education) had the largest numerical industry gain at 200 jobs added, an 1.0 percent increase while Farm jobs displayed modest gains adding an estimated 200 positions. Transportation, Warehousing, and Logistics jobs declined from the previous month by 200 jobs, a 2.0 percent decline. Retail Trade also declined slightly with 100 fewer jobs compared to January.

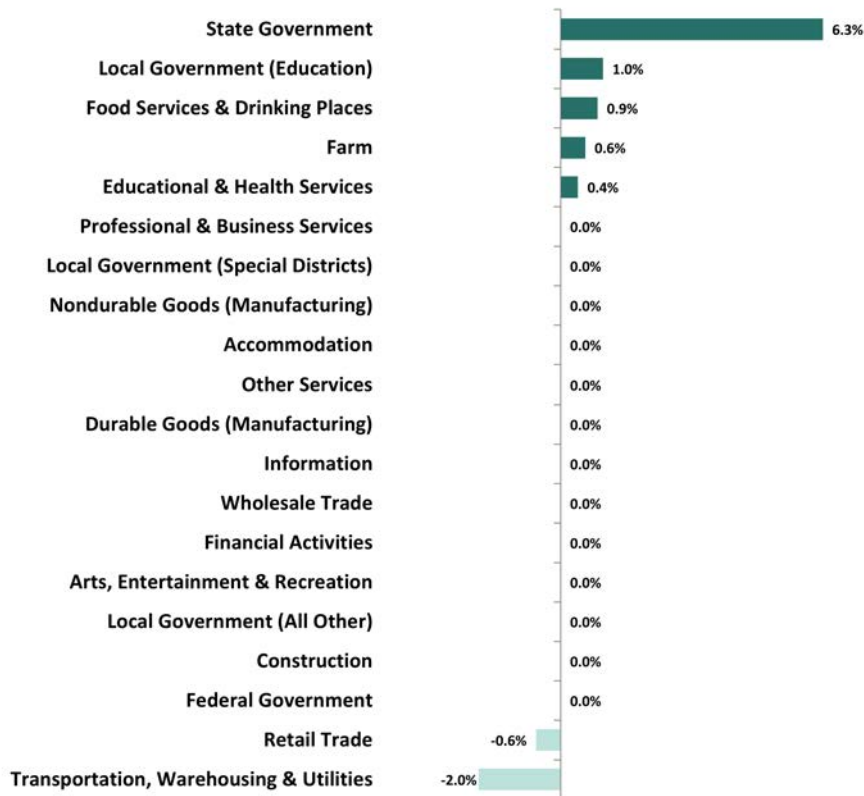
Tulare County Month-Over Change in Jobs

January 2025 - February 2025



Tulare County Month-Over Percent Change in Jobs

January 2025 - February 2025



The employment data referenced in this newsletter is provided by the Employment Development Department of California.



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The Workforce Investment Board of Tulare County strives to bring you accurate and understandable data on workforce intelligence, industry trends, and labor market insight.

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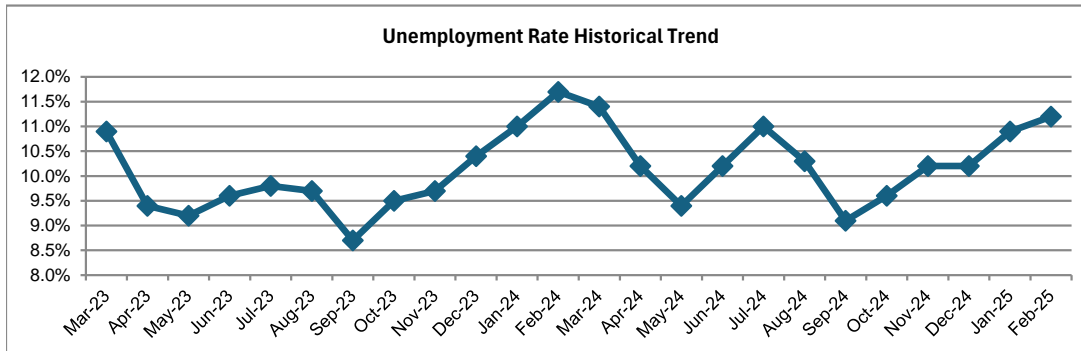
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IMMEDIATE RELEASE
 VISALIA METROPOLITAN STATISTICAL AREA (MSA)
 (Tulare County)

The unemployment rate in Tulare County was 11.2 percent in February 2025, up from a revised 10.9 percent in January 2025, and below the year-ago estimate of 11.7 percent. This compares with an unadjusted unemployment rate of 5.5 percent for California and 4.5 percent for the nation during the same period.



Industry	Jan-2025	Feb-2025	Change		Feb-2024	Feb-2025	Change
	Revised	Prelim				Prelim	

Total, All Industries	178,700	179,100	400		177,500	179,100	1,600
Total Farm	34,200	34,400	200		33,800	34,400	600
Total Nonfarm	144,500	144,700	200		143,700	144,700	1,000
Mining, Logging, and Construction	7,000	7,000	0		7,100	7,000	(100)
Manufacturing	12,900	12,900	0		13,400	12,900	(500)
Trade, Transportation, and Utilities	31,400	31,100	(300)		30,900	31,100	200
Information	600	600	0		600	600	0
Financial Activities	3,300	3,300	0		3,500	3,300	(200)
Professional and Business Services	10,600	10,600	0		11,600	10,600	(1,000)
Private Education and Health Services	24,200	24,300	100		23,200	24,300	1,100
Leisure and Hospitality	13,500	13,600	100		13,700	13,600	(100)
Other Services	3,800	3,800	0		3,900	3,800	(100)
Government	37,200	37,500	300		35,800	37,500	1,700

Notes: Data not adjusted for seasonality. Data may not add due to rounding
 Labor force data are revised month to month
 Additional data are available on line at www.labormarketinfo.edd.ca.gov