SAN JOAQUIN VALLEY AND ASSOCIATED COUNTIES REGIONAL PLANNING UNIT

2023 Biennial Modification

2021 - 2024 REGIONAL PLAN

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I. INTRODUCTION AND OVERVIEW

With the passage of the Workforce Innovation and Opportunity Act (WIOA) of 2014, Congress moved the national workforce system in a new direction in terms of how to approach economic and labor market demands. While establishment of local workforce areas over the last four decades has always taken into account local labor markets, WIOA recognizes that economies tend to be regional, spilling easily over jurisdictional boundaries that commerce finds inconsequential. WIOA's recognition of regional economies gave rise to California's establishment of Regional Planning Units (RPUs), which represent groups of local workforce areas that work collaboratively to develop strategies reflecting regional economic needs of business and the workforce. In accordance with federal and state guidance, the San Joaquin Valley and Associated Counties RPU has developed this four-year Regional Plan to guide strategic initiatives throughout Program Years (PY) 2021-24, which covers June 1, 2021 through June 30, 2025. WIOA requires a Biennial Modification to the Regional Plan. This 2023 version of the Plan serves as the required update and, once approved by state officials, will become the official version of the PY 21-24 Regional Plan from July 1, 2023 through June 30, 2025.

Overview of the SJVAC RPU and the Region

The parties to the Regional Plan are the eight local workforce development boards (WDBs) within the RPU, which include seven boards representing single counties (Fresno, Kings, Madera, Merced, San Joaquin, Stanislaus, and Tulare) and one consortium board representing three counties (Kern, Inyo and Mono). Through their Central California Workforce Collaborative (CCWC) network, the WBDs were all actively involved in the regional planning process by reviewing State guidance, selecting consultants to assist in the process, providing resource documents, organizing regional forums, and meeting as a group to share insights, make decisions, and establish priorities for regional coordination. As the designated lead for the RPU, development of the original PY 2021-24 Regional Plan was managed by the Stanislaus County WDB. Preparation of the 2023 Biennial Modification to the PY 21-24 Regional Plan has once again been led by representatives of Stanislaus County and has included significant contributions by all eight local boards.

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 a population quickly approaching nearly 4.3 million, the region is more populous than 25 states.

Guiding Principles

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

developed in collaboration with local boards and WIOA partners and communicates California's intent to create a comprehensive system that impacts poverty, promotes income mobility, and embeds equity as a cornerstone of service-delivery.

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

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

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

Regional Sector Pathways are an Effective Approach to Meeting Demand: Structured, high-quality education, training, and support programs offer opportunities for success for 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 nearly 40 years. Through the joint efforts of the eight WDBs, this collaboration has yielded many benefits.

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

While circumstances have vastly improved since the development of the original PY 21-24 Regional Plan, the 2023 update reaffirms the region's commitment to the foregoing principles.

Approach to and Context for Plan Development

To support development of the original PY 21-24 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. One of the consultants that contributed to the original Plan was reengaged to support development of the update.

While this version of the Plan represents the 2023 biennial modification, review of the Plan requires an understanding of the context in which it was initially developed. Therefore, the following information is retained from the original version.

The Pall of the Pandemic: The onset of COVID-19 was not merely a factor in the development of the Plan, it was the core factor. The Pandemic profoundly impacted workforce system operations, staffing, communications, and relationships, along with the overall capacity of workforce professionals, system stakeholders, businesses, and residents to easily contribute to the Plan. Still, as local boards faced the prospect of developing a new four-year Plan for the region, workforce leaders proceeded with purpose, recognizing their obligation to chart a course forward.

The development of the Regional Plan in 2021 led Central Valley workforce system leaders to take stock of projections for recovery from authorities such as Dr. Nicholas Christakis of Yale University, a renowned physician and social scientist who has studied the course of pandemics throughout history. Dr. Christakis suggests that pandemics are experienced across three phases: immediate, intermediate and post-pandemic. In the case of COVID-19, the immediate phase began in the U.S. March of 2020. It is where we experience the biological shock of the virus and where shutdowns occur. With the availability of vaccines and progression toward herd immunity, this phase is expected to last through 2021. The intermediate phase, which may last through 2023, is where recovery begins to take hold and where communities, labor markets, and individuals continue to experience lingering psychological, social, and economic effects of the virus. The post-pandemic phase, which Dr. Christakis expects by 2024, will signal a return to "normal," with the caveat that pandemics often result in profound and lasting changes. While we have seen some of the region's businesses and workers experience economic recovery more quickly than expected, RPU leadership recognizes that recovery is ongoing.

Extensive Engagement with Stakeholders and the Community: The region relied heavily on input from workforce system stakeholders during the development of the SJVAC RPU PY 2017-20 Plan and its 2019 modification. Because of the sweeping effects of the public health crisis brought on by COVID-19, engagement with system partners, other stakeholders, and the community took on even greater significance during the development of the original PY 21-24 Regional Plan. In collaboration with local board leadership, our consultants held a series of "forums" that engaged participants in discussions on topics about which they had unique insights. The forums posed questions aimed at eliciting responses to inform the content of the Plan and the direction of regional strategies over the next four years. Questions posed to stakeholders in 2021, included, but were not limited to, the following:

- What Central Valley industries have been most affected by the pandemic?
- Which worker groups have been most impacted by the effects of pandemic - inexperienced/new workers, older workers, English language learners, others?

- For Valley residents, what are the main barriers to securing employment in jobs that pay middle class wages?
- What services are needed to put job seekers on a path to the middle class?
- Are some populations underserved by the workforce and education systems?
- What strategies or approaches could we pursue to make services more accessible and more appropriate for underserved populations?
- How could system partners better collaborate on improving services for vulnerable populations?
- What roles should the workforce system partners (business, education, workforce development boards and others) play in ensuring that career pathway training is developed and implemented?

In developing the Plan's Biennial Modification, the region again engaged stakeholders and the community in critical conversations regarding key workforce issues.

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

Coupling Data Analysis with Anecdotal Information: The regional partners believe that the labor market and workforce data analysis presented in this plan is sound. However, the onset of the pandemic created many uncertainties with regard to projections that the data would typically suggest. Therefore, the content of the original PY 21-24 plan (particularly the priorities presented in Section VII and the "forecasting" narrative below), drew extensively from not just data analysis, but information, largely anecdotal, provided by system stakeholders. The update does as well.

Forecasting the Work Ahead

The Central Valley, along with the nation and the world as a whole, has seen an unprecedented number of economic, labor market, workforce, social, and cultural changes as the result of the pandemic that will continue to affect every aspect of life, including the activities and focus of the workforce system. While precise changes are unknown, global experts, national leaders in the field of workforce development, and regional system stakeholders have suggested such changes may include the following:

How We Work: A 2021 report from the McKinsey Global Institute predicted that 20 percent of workers could end up working from home indefinitely. How this will ultimately affect commercial real estate, work hours, teamwork, hiring, and a range of other factors that remain to be seen.

Where We Live: If it is not necessary for workers to be within a commutable distance to an office or other workplace, they could, essentially, live anywhere. For instance, workers employed by Bay Area or Southern California companies are living in the Central Valley.

Should local workforce agencies expand their outreach to businesses outside the SJVAC region?

How We Learn: With thousands of Central Valley residents having participated in and warmed to distance learning, what are the implications for training that should be available through the workforce system? Should a greater number of online and hybrid training programs and courses be made available?

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

A Race to End the Digital Divide: With services of all kinds having become increasing virtual during the pandemic, spending a significant part of our daily lives online is likely here to stay. To ensure that all individuals can participate in the region's workforce development services, government, business, philanthropy, and others must devise strategies to ensure access to broadband, hardware, and digital literacy skills.

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

Shuttered Businesses/Lost Jobs: Economists warned that millions of jobs lost during the pandemic, including those at hotels and restaurants, were unlikely to come back. While a substantial percentage of businesses have re-opened, many are getting by with fewer staff.

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

Decline in Business Travel: In November 2020, Microsoft founder-turned-philanthropist Bill Gates predicted that half of business travel would go away forever. While travel, overall, has rebounded, much business-related travel continues to be foregone in favor of teleconferencing.

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

Lost Skills: Thousands of Central Valley workers who were unemployed for many months or longer, may have lost skills while away from work. The retraining of such workers is still being determined.

A Stalled Generation: Some high school and college students who were forced to quickly shift to online learning during the pandemic reported learning at a slower pace with less rigorous curriculum than in traditional classrooms, resulting in possibly higher GPAs for doing less work. Learning outside traditional school settings, students also had fewer opportunities to develop social skills. Are these individuals prepared to enter the workforce? Will they ever be as fully prepared as necessary?

Just-in-Time Expectations: Many businesses have slowly made their way back. As opportunities for growth have become available, many companies have found themselves in need of employees on short notice. The workforce system must continue to implement strategies to quickly and efficiently source talent to these businesses.

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

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

A Field Day for Entrepreneurship: As businesses have expanded, so have opportunities for entrepreneurs seeking to start new businesses. Is the workforce system prepared to support these efforts?

Lingering Effects of the Pandemic: As the biennial update to the Plan has been developed, regional leaders have been able to approach planning with more clarity. Still much remains unknown. What will be the ongoing effects of the pandemic on workers, businesses, and the economy? The workforce system is likely to be in a constant state of planning and pivoting over the course of this Regional Plan.

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

II. ANALYTICAL OVERVIEW OF THE REGION

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

In the Fall of 2020, shortly after the State issued preliminary guidance on the development of PY 2021-24 Regional and Local Plans, Stanislaus County WDB, on behalf of the region, competitively procured the services of Resource Development Associates (RDA), a company specializing in research and analysis, particularly for the public sector, to conduct labor market and workforce analysis in areas required for regional planning. In February 2021, RDA published the results of this analysis in its "San Joaquin Valley Regional Planning Unit Data Analysis". The analysis in its entirety is accessible through the preceding hyperlink.

For the 2023 Biennial Modification to the PY 21-24 Regional Plan, Stanislaus County WDB representatives took responsibility for updating data presented in the original plan, utilizing sources, processes, and formats from RDA's analysis.

Introduction to the Updated Analysis

This version of the SJVAC RPU Regional Plan updates data incorporated into the original. Data tables and figures to be updated were chosen in alignment with state guidance regarding the two-year modification of the Regional Plan, which requests that the analytical overview of the region address:

1. Current employment and unemployment data.
2. Current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.
3. Industries and occupations with an emerging demand.

To update the data tables and figures, Lightcast and JobsEQ were used. Both are software that provide access to labor market data through various data sources, including, but not limited to, the Bureau of Economic Analysis, the Bureau of Labor Statistics, and the Census Bureau. Data was collected specifically for SJVAC RPU. Lightcast and JobsEQ reports were supplemented with data from the American Community Survey through the Census Bureau.

Forecast Considerations

After two years of COVID-19, California's economy is rebounding and shifting back to pre-pandemic conditions. Throughout 2021, the Central Valley and California experienced a declining unemployment rate and, by December 2021, the SJVAC RPU unemployment rate (not seasonally adjusted) had lowered to 5.3%. Despite this positive

economic trend, inflationary pressures continue with consumers experiencing higher prices with the year-over-year CPI inflation hitting a 40-year high of 9.1% in June 2022.[1] The initial shift of nearly two-thirds of the US workforce to remote settings resulted in unevenly distributed impacts across workers, employers, industries, and regions[2]. Remote work is expected to continue with current research suggesting that 20 percent of full workdays will be supplied from home after the pandemic ends, compared with just 5 percent before.[3]

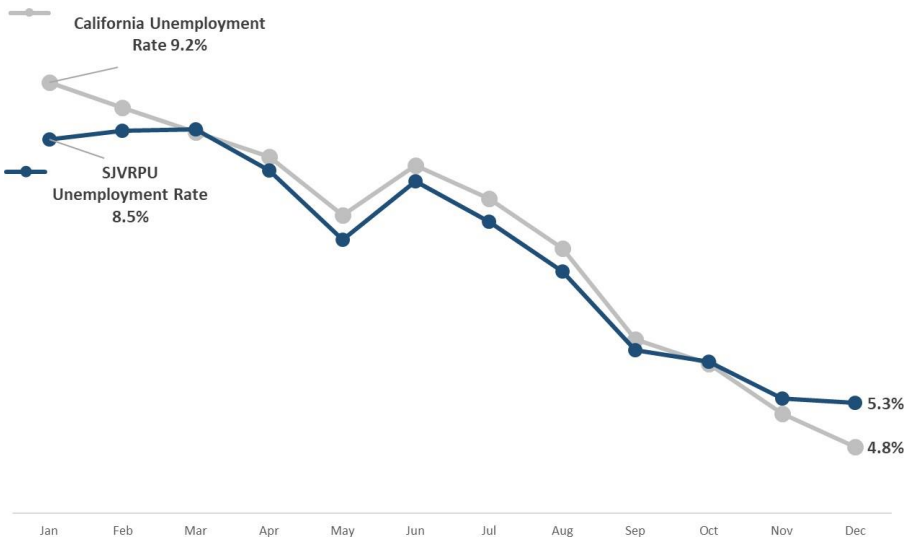
Typically, during a recession, economic models look to past recessions with similar characteristics to forecast the recession's impact on employment, labor market, and industry trends and economic impacts. However, this recession was driven by a public health crisis rather than typical market drivers. This allowed for a relatively rapid economic recovery. The forecasts provided in this document do include the COVID-19 recession as a variable and align with the general consensus that after 2022, economic growth slows, and inflationary pressures ease[4]. This is not to say that the SJVAC RPU's economic data fully depicts the challenges the region has experienced since March 2021 or can predict with absolute certainty how the recovery across the Central Valley will play out. It will likely take years to fully understand how this pandemic has impacted and transformed the local, regional, and state labor markets and workforce.

Analysis of Employment and Unemployment Data

SJVAC RPU's unemployment rates were in a downward trend in 2021, on par with the unemployment rate across the State. The SJVAC RPU unemployment rate went from 8.5% in January 2021 to 5.3% in December 2021. The California unemployment rate went from 9.2% in January 2021 to 4.8% in December 2021.

[1] Bureau of Labor Statistics, U.S. Department of Labor, The Economics Daily, Consumer prices up 9.1 percent over the year ended June 2022, largest increase in 40 years at https://www.bls.gov/opub/ted/2022/consumer-prices-up-9-1-percent-over-the-year-ended-june-2022-largest-increase-in-40-years.htm (visited December 16, 2022).
[2] Bloom, N. 2020. "How Working from Home Works Out". Stanford Institute for Economic Policy Research. Policy Brief. June 2020.
[3] Barrero, Jose, Nicholas Bloom and Steve Davis. "Why working from home will stick," National Bureau of Economic Research working paper 28731, April 2021.
[4] Congressional Budget Office. 2022. The Budget and Economic Outlook: 2022 to 2032. Retrieved December 12, 2022 from https://www.cbo.gov/publication/57950

Figure 1. SJVAC RPU Monthly Unemployment Rate, 2021



Source: BLS Local Area Unemployment Statistics, 2021. The data present is not adjusted for seasonality.

Table 1, below, provides an overview of 2021 unemployment rates by each of the SJVAC RPU's local workforce development areas. Unemployment is highest in Tulare County and lowest in Stanislaus County.

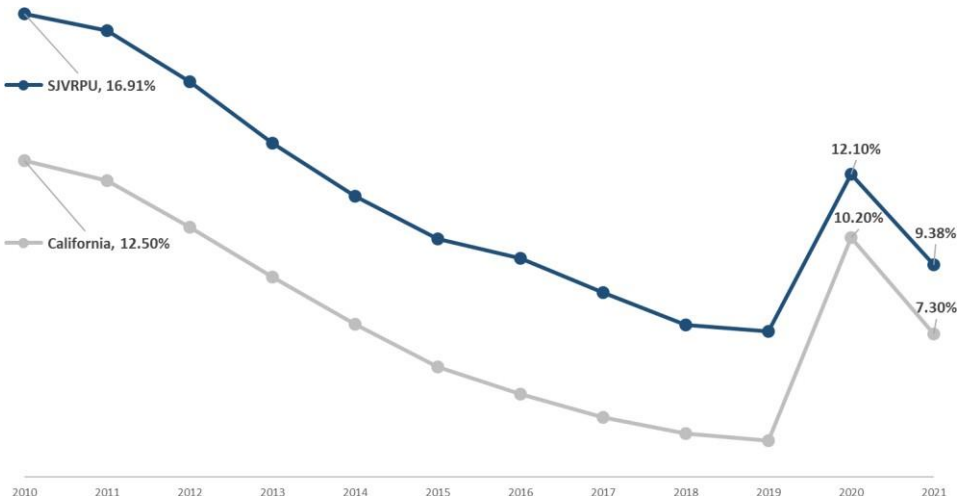
Table 1: SJVAC RPU Unemployment Totals and Rates by Region (2021 Annual)

SJVAC RPU Local Region	Total Unemployed	Unemployment Rate
Tulare County	21,435	10.7%
Merced County	11,935	10.4%
Kern/Inyo/Mono Counties	39,608	9.9%
Kings County	5,386	9.6%
Fresno County	40,741	9.2%
Madera County	5,476	8.8%
San Joaquin County	28,972	8.7%
Stanislaus County	20,042	8.4%

Source: BLS Local Area Unemployment Statistics, 2021. The data present is not adjusted for seasonality.

SJVAC RPU currently and historically has a higher unemployment rate than the overall state. However, the gap in unemployment rates has lessened compared to 2010 levels. In 2021, there was a 2.08% difference compared to a 4.41% difference in 2010. The non-seasonally adjusted unemployment rate is likely higher due to the seasonality of work in the agriculture industry.

Figure 2. SJVAC RPU Unemployment Rate 2010-2021

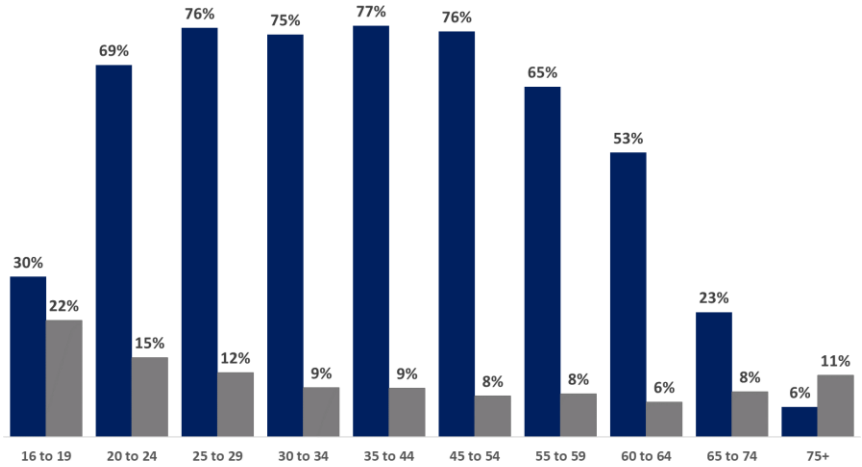


Source: BLS Local Area Unemployment Statistics, 2010-2021. The data present is not adjusted for seasonality.

Figure 3, below, depicts labor force participation and unemployment rates by age groups in 2021. Labor force participation by age group follows the typical bell curve where employment is expectedly low among youth (16-19) and young adults (20-24). Employment levels peak from ages 25 to 54 then begin to taper off at 55 with a considerable drop after age 64. Unemployment rates are highest among youth and young adults and decline as age increases.

Labor force participation is lowest for age groups 16-19, 65-74, and 75+ with labor force participation rates of 30%, 23%, and 6% respectively. Unemployment rates are highest in the younger age groups of 16-19, 20-24, and 25-29 with unemployment rates of 22%, 15%, and 12% respectively.

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



Source: ACS 1-Year Estimates 2021. Data unavailable for Inyo and Mono Counties.

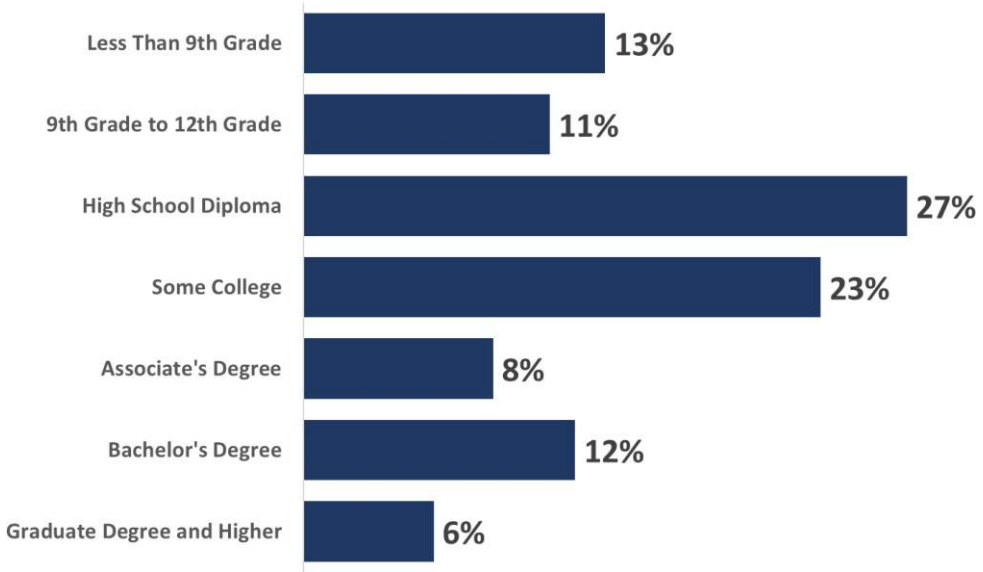
Analysis of the Educational and Skill Levels of the Workforce, the Current Needs of Employers in the Region, and Relevant Skill Gaps

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

To assess the education and skill levels of the workers in SJVAC RPU, demographic data from the American Community Survey (5-Year 2016-2020, 1-Year 2021), educational attainment data from Lightcast, and awards and skill gaps data from JobsEQ were utilized.

The majority of the region's population aged 25-64 have not been awarded a college degree (74%). Only 8% of the region's population aged 25-64 has earned associate degree, while 12% has earned a bachelor's degree and 6% has been awarded a postgraduate degree (see Figure 4).

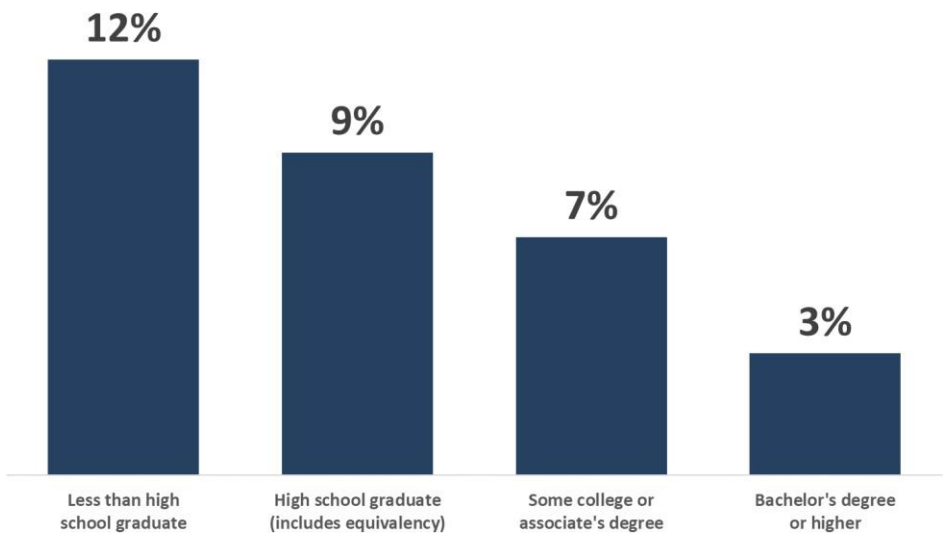
Figure 4. SJVAC RPU Educational Attainment, Age 25-64



Source: Lightcast Educational Attainment Snapshot (Q3 2022 Data Set)

The unemployment rate is highest among those who have less than a high school degree (12%) and lowest among those who have earned a bachelor's degree or higher (3%, see Figure 5)

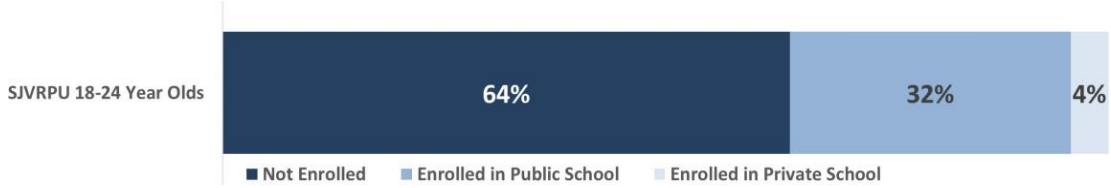
Figure 5. SJVAC RPU Unemployment Rate by Educational Attainment, Age 25-64



Source: ACS 5-Year Estimates 2016-2020. Data unavailable for Inyo and Mono Counties.

Of the traditional college-aged population, those 18-24 years old, 64% are not enrolled in college or graduate school, 32% are enrolled in public school, and 4% are enrolled in private school (Figure 6).

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



Source: ACS 1-Year Estimates 2021. Data unavailable for Inyo and Mono Counties.

Assessment of Employment Needs within the Region

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

Occupational gaps are occupations where labor supply shortages are expected to occur. Gaps are calculated based on a forecast comparing occupation demand growth to the local population growth and the projected educational attainment of those residents. Employers across the SJVAC RPU are anticipated to experience gaps in workers for specific occupations as shown in Table 2. For example, healthcare practitioners and

individuals with skills in other technical healthcare occupations will be particularly hard to hire given existing shortages in the occupations and the level of education, training, certification, and licensure required for these roles. The largest awards gap in the region is for *Healthcare Practitioners and Technical Occupations* with an 1,836 gap.

Management roles also represent a large occupational gap and may also be difficult roles for employers to fill given that management roles are generally considered mid-career positions. Business and financial operations occupations; educational instruction and library occupations; and community and social service occupations are expected to have modest occupational gaps. These gaps may be difficult to fill given the training and education required for these roles. Installation, maintenance, and repair occupations gaps may be easier to fill given lower training and education requirements. Computer and mathematical occupations gaps may be easier to fill, as technological occupations offer a wide range of roles across various levels of skills and experience.

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

SOC	Occupation	Annual Supply Gap	Current Employment	Annual Growth Demand	Annual Sep Demand	Total Annual Demand	Projected Employment 2032	Acc Supply 2027	Acc Demand 2027
29-0000	Healthcare Practitioners and Technical	-769	88,906	1,240	5,199	6,439	101,311	19,083	22,926
11-0000	Management	-691	106,275	1,410	9,285	10,695	120,375	31,598	35,054
13-0000	Business and Financial Operations	-207	72,584	828	6,419	7,247	80,861	24,842	25,879
15-0000	Computer and Mathematical	-171	25,025	353	1,871	2,224	28,555	6,692	7,547
49-0000	Installation, Maintenance, and Repair	-134	56,493	654	5,650	6,304	63,033	20,323	20,991
25-0000	Educational Instruction and Library	-109	105,851	1,086	9,513	10,599	116,715	35,649	36,195
21-0000	Community and Social Service	-65	31,951	600	3,390	3,989	37,947	13,105	13,432
17-0000	Architecture and Engineering	-50	15,867	124	1,190	1,314	17,103	4,473	4,724
23-0000	Legal	-49	8,582	95	581	676	9,530	2,011	2,254
19-0000	Life, Physical, and Social Science	-28	12,837	141	1,222	1,363	14,244	4,256	4,395
27-0000	Arts, Design, Entertainment, Sports, and Media	-14	16,360	244	1,740	1,985	18,803	6,186	6,255
31-0000	Healthcare Support	33	92,590	3,137	13,583	16,720	123,959	46,190	46,023
47-0000	Construction and Extraction	210	69,597	683	7,069	7,752	76,428	27,790	26,739

33-0000	Protective Service	253	38,280	361	4,693	5,053	41,888	16,193	14,930
37-0000	Building and Grounds Cleaning and Maintenance	325	49,304	566	6,709	7,275	54,967	23,642	22,019
39-0000	Personal Care and Service	363	34,605	831	5,279	6,110	42,916	19,624	17,807
51-0000	Production	579	82,838	502	9,515	10,017	87,858	36,879	33,983
45-0000	Farming, Fishing, and Forestry	671	153,563	4,422	26,968	31,390	197,783	86,103	82,746
53-0000	Transportation and Material Moving	1,117	192,338	2,707	25,565	28,272	219,409	91,017	85,430
43-0000	Office and Administrative Support	1,189	160,241	250	17,481	17,731	162,741	67,372	61,428
35-0000	Food Preparation and Serving Related	2,111	127,605	3,095	24,889	27,984	158,551	82,191	71,638
41-0000	Sales and Related	2,210	135,296	213	18,568	18,781	137,427	73,034	61,986

Source: JobsEQ Occupation Gaps (2022Q2)

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

Many of the in-demand skills in the SJVAC RPU are aligned to occupations where there is both current and forecasted demand. Microsoft Excel, Microsoft Office, and Spanish are in high demand because they are valued in multiple industries and occupational sectors (Table 3).

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

Skill	Number of Candidates	Number of Openings	Gap
Spanish	5,736	10,526	-4,791
Microsoft Excel	11,028	14,342	-3,315
Microsoft Office	8,372	10,914	-2,542
Mathematics	3,321	5,170	-1,848
Caregiving	966	2,521	-1,555
Teaching/Training, Job	2,375	3,837	-1,462
Sprayers	352	1,496	-1,145
Manufacturing	2,783	3,766	-983
Marketing	1,020	1,983	-963

Cash Registers	3,829	4,686	-857
Point of Sale Systems (POS Systems)	1,533	2,321	-789
Retail Sales	3,132	3,803	-671
Microsoft PowerPoint	3,100	3,705	-606
Sales	3,779	4,290	-511
Presentation	1,285	1,779	-493
Data Analysis	564	1,026	-463
SAP	1,239	1,681	-442
Molecular Cloning	42	425	-383
Customer Relationship Management (CRM)	712	1,080	-368
Inventory Control	1,311	1,672	-361
Polymerase Chain Reaction (PCR)	66	420	-354
Serving	1,325	1,659	-334
Salesforce	502	820	-318
Performance Management	443	758	-315
Lean Six Sigma	283	588	-305

Source: JobsEQ Skill Gaps (2022Q2, Openings and candidate sample compiled in August 2021)

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

Gaps also exist between the number of awarded degrees in the region and overall employment demand by occupation. Table 4 demonstrates the awards gaps that are forecasted for SJVAC RPU that will feed into the occupations that are in-demand. The target range includes the US Awards Benchmark and the Annual Demand. Healthcare practitioners and technical occupations will see an awards gap of 1,836 and business and financial operations occupations will see an awards gap of 942. There will be a surplus of awards granted that feed into life, physical, and social science occupations; arts, design, entertainment, sports, and media occupations; and community and social service occupations.

Table 4. SJVAC RPU Awards Gaps (Two-Year Degree or Higher Only)

SOC	Occupation	Award Gap	Awards	Annual Demand	US Awards Benchmark
29-0000	Healthcare Practitioners and Technical	-1,836	2,425	4,396	4,261
13-0000	Business and Financial Operations	-942	2,377	6,862	3,319
17-0000	Architecture and Engineering	-315	841	1,265	1,156
15-0000	Computer and Mathematical	-38	1,185	1,911	1,223

43-0000	Office and Administrative Support	-36	31	130	67
31-0000	Healthcare Support	-33	36	161	69
41-0000	Sales and related	-20	0	354	20
39-0000	Personal Care and Service	-18	0	45	18
49-0000	Installation, Maintenance, and Repair	-10	0	67	10
45-0000	Farming, Fishing, and Forestry	-6	0	67	6
53-0000	Transportation and Material Moving	-3	1	38	4
11-0000	Management	0	5,291	6,919	4,981
23-0000	Legal	0	370	642	350
25-0000	Educational Instruction and Library	0	7,758	8,026	6,760
33-0000	Protective Service	0	0	3	0
19-0000	Life, Physical, and Social Science	80	1,712	1,319	1,632
27-0000	Arts, Design, Entertainment, Sports, and Media	434	1,703	1,269	1,111
21-0000	Community and Social Service	828	3,877	3,049	2,915
00-0000	Total - All	-294	27,605	36,523	27,899

Source: JobsEQ Award Gaps (2022Q2, excludes awards from online schools)

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.

Existing Demand

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

- Percent employment (level of employment) demonstrates the portion of total employment by an industry or occupation for the SJVAC RPU and reflects the level of demand based on the proportion of employment in a given industry or occupational group.

- 5-year growth (job growth) shows the overall employment trend in an industry or occupational group. This measure uses historical employment data to calculate the total percent increase or contraction of employment in a specific industry or occupational group over a five-year period.

- Location Quotient is the measure of the relative size or concentration of the region's industries or occupational group's employment compared to the national average.

Industries with Existing Demand: In the SJVAC RPU, government, health care and social assistance are the industries with the highest percent employment; these industries have positive projected growth and a concentration of sector employment.

- *Healthcare and social assistance* is one of the largest employers in the region and will likely continue that trend based on historical growth and the expanding need for healthcare services that is being driven by both demographics, an aging population across the region, and a large expansion of access to healthcare insurance beginning in 2014 with the Affordable Care Act.

- *Transportation and warehousing*, while encompassing a smaller share of the workforce, has grown by 67% from 2016 to 2021 and has a higher concentration of workers compared to national trends. The growth in this sector is likely driven by the expansion of online shopping in the past decade.

- *Construction* accounts for about 5% of all jobs across the region and has grown 21% from 2016 to 2021, reflecting high demand. While the construction industry's LQ suggests a lower concentration of construction jobs in the region compared to the national averages, the high percentage of employment in the region and healthy growth point to an existing high demand for workers in this industry.

- The Government Industry[5] (public-sector establishments) which encompasses *public administration and education industries* account for a wide swath of the employment across the region (19%). Both industry sectors experience high employment, concentration of jobs, and job growth. As these industries are made up largely of directly or indirectly publicly led and funded agencies, services, and programs, growth in these sectors is heavily driven by tax revenues, demographics, and legislation.

- *Agriculture* makes up a large percentage (13%) of employment and the region has nearly thirteen times the number of workers compared to the national average. This is likely being driven by the San Joaquin Valley being one of the leading agricultural producing regions in the world. The low growth in agriculture is likely being driven by automation and technological advances that reduce the number of workers needed as well as geographic limitations on expansion of current agricultural output. Despite the low growth, the seasonality of agriculture employment combined with an outsized portion of total employment and LQ indicates that there is employment demand.

- Data from the *Manufacturing industry* suggests moderate to low demand for workers. While manufacturing does account for 7% of the jobs in the SJVAC RPU, these are largely in the agricultural food processing subsectors. The LQ suggests concentration of jobs of in the region below the national average and the industry has experienced negligible job growth over the past five years. This tracks with a national contraction trend for employment in manufacturing where the industry accounts for 8% of all employment but has seen nearly 0% growth from 2016 to 2021.

- *Accommodation and food services and retail* are often interconnected service industries that account for a large portion of employment in the region (respectively

[5] Emsi Burning Glass creates a separate hierarchy for public-sector establishments under code 90 (Government), as explained at https://kb.emsidata.com/methodology/how-do-emsi-naics-differ-from-standard-naics/

7% and 10%). While jobs in accommodation and food services have grown at an annual rate of 1.3%, the retail industry has experienced nearly no job growth at a rate of 0.1% annually. The minimal growth in retail jobs is likely being driven by multiple factors including growth in online retail and regional economic trends. However, the size of total employment in these industries suggests there is ongoing demand for workers.

Industry	2021 % of Total Employment	2021 Location Quotient	2016 - 2021 % Change	2021 - 2026 % Change
Government (Public-Sector Establishments)	19%	1.21	1%	3%
Health Care and Social Assistance	14%	1.03	15%	15%
Agriculture, Forestry, Fishing and Hunting	13%	12.95	(6%)	(1%)
Retail Trade	10%	0.97	0%	2%
Accommodation and Food Services	7%	0.93	6%	17%
Manufacturing	7%	0.86	2%	2%
Transportation and Warehousing	6%	1.52	67%	18%
Construction	5%	0.95	21%	7%
Administrative and Support and Waste Management and Remediation Services	4%	0.70	4%	9%
Other Services (except Public Administration)	3%	0.76	0%	7%
Wholesale Trade	3%	0.76	(6%)	2%
Professional, Scientific, and Technical Services	2%	0.35	3%	3%
Finance and Insurance	2%	0.41	(3%)	(2%)
Educational Services	1%	0.46	12%	7%
Real Estate and Rental and Leasing	1%	0.70	6%	5%
Management of Companies and Enterprises	1%	0.47	4%	(4%)
Arts, Entertainment, and Recreation	1%	0.50	(20%)	2%
Information	0%	0.26	(27%)	(2%)
Utilities	0%	1.33	16%	13%
Mining, Quarrying, and Oil and Gas Extraction	0%	1.39	(20%)	(12%)
Unclassified Industry	0%	0.00	(100%)	Insf. Data
	100%		5%	6%

Source: Lightcast Industry Table (Q3 2022 Data Set, Data Note: Rounded to nearest percent)

Table 5 depicts the SJVAC RPU occupations with the highest percentage of total employment in 2021. Transportation and material moving occupations; office and

administrative support occupations; farming, fishing, and forestry occupations had the highest percentage of employment.

Table 5. SJVAC RPU Occupations with Existing Employment Demands

Occupation Group	2021 % of Total Employment	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	2021 - 2026 Change	2021 - 2026 % Change	2021 Location Quotient	Median Annual Earnings
Transportation and Material Moving	11.30%	180,099	34,066	23%	19,124	11%	1.30	$37,590
Office and Administrative Support	10.23%	162,977	(12,922)	(7%)	1,936	1%	0.80	$41,438
Farming, Fishing, and Forestry	10.00%	159,404	(15,282)	(9%)	(1,160)	(1%)	13.84	$29,307
Sales and related	7.94%	126,574	(1,941)	(2%)	3,899	3%	0.88	$30,795
Food Preparation and Serving Related	7.15%	113,942	(4,051)	(3%)	16,707	15%	0.92	$29,780
Educational Instruction and Library	6.90%	109,978	(4,322)	(4%)	5,759	5%	1.16	$62,042
Healthcare Support	6.07%	96,714	29,600	44%	18,803	19%	1.30	$29,804
Management	5.55%	88,519	16,779	23%	4,630	5%	0.87	$88,180
Healthcare Practitioners and Technical	5.21%	82,986	8,137	11%	7,248	9%	0.87	$95,953
Production	4.96%	79,046	(1,140)	(1%)	2,024	3%	0.87	$36,680
Construction and Extraction	3.82%	60,955	5,634	10%	3,868	6%	0.96	$54,605
Business and Financial Operations	3.78%	60,198	13,006	28%	2,944	5%	0.59	$67,424
Installation, Maintenance, and Repair	3.72%	59,273	1,234	2%	3,620	6%	0.94	$52,298
Building and Grounds Cleaning and Maintenance	2.64%	42,003	34	0%	3,613	9%	0.85	$32,724
Protective Service	2.51%	39,970	1,627	4%	1,884	5%	1.08	$60,554
Community and Social Service	2.01%	31,992	1,634	5%	2,789	9%	1.11	$50,106
Personal Care and Service	1.49%	23,753	(5,739)	(19%)	2,284	10%	0.70	$30,645
Architecture and Engineering	1.06%	16,845	848	5%	621	4%	0.63	$89,729
Computer and Mathematical	1.03%	16,439	1,907	13%	1,163	7%	0.32	$80,209
Life, Physical, and Social Science	0.94%	14,944	1,542	12%	529	4%	1.02	$71,245
Arts, Design, Entertainment, Sports, and Media	0.73%	11,663	241	2%	351	3%	0.54	$48,168
Military-only	0.54%	8,626	(164)	(2%)	302	3%	0.83	$31,469
Legal	0.42%	6,750	728	12%	287	4%	0.53	$79,821

Source: Lightcast Occupation Table (Q3 2022 Data Set)

Emerging Demand

To assess emerging demand across regional industries and occupational sectors, the following indicators based on a five-year forecast were used.

- 2021 Jobs are the number of jobs in the industry in 2021.
- Hires are individuals that are new to a company's payroll.
- Separations are individuals that no longer appear on a company's payroll.
- The 2021-2026 % Change is the forecasted % change in number of jobs from 2021 to 2026. It is forecasted total growth from one time period to the next.

Emerging Demand Industries: Over the next five years, *healthcare and social assistance* is expected to continue to be an industry centered around job demand. The projected job growth is estimated at 15%. *Transportation and warehousing; accommodation and food services*; and *utilities* also have projected job growth.

Professional, Scientific, and Technical Services is expected to continue to grow modestly by 3% over the next five years.

Mining, Quarrying, and Oil and Gas Extraction is expected to contract by 12%.

Industry	2021 Jobs	2021 Hires	2021 Separations	2026 Jobs	2021 - 2026 Change	2021 - 2026 % Change
Transportation and Warehousing	99,178	103,451	92,197	116,726	17,548	18%
Accommodation and Food Services	119,380	148,050	128,377	139,100	19,720	17%
Health Care and Social Assistance	217,116	111,562	103,083	249,406	32,290	15%
Utilities	7,585	2,572	3,241	8,537	952	13%
Administrative and Support and Waste Management and Remediation Services	67,002	124,266	118,189	73,257	6,256	9%
Educational Services	19,303	11,738	9,825	20,692	1,388	7%
Other Services (except Public Administration)	53,135	37,134	31,121	56,823	3,688	7%
Construction	75,281	66,619	60,060	80,384	5,103	7%
Real Estate and Rental and Leasing	16,769	8,862	7,977	17,611	842	5%
Government	302,188	74,205	70,351	312,572	10,384	3%
Professional, Scientific, and Technical Services	36,988	27,191	25,336	38,160	1,172	3%
Wholesale Trade	45,670	21,377	20,188	46,776	1,106	2%
Retail Trade	156,457	120,703	111,660	159,794	3,336	2%
Manufacturing	111,517	55,622	53,660	113,809	2,291	2%

Arts, Entertainment, and Recreation	10,550	18,546	13,274	10,739	189	2%
Agriculture, Forestry, Fishing and Hunting	200,056	694,692	694,433	198,454	(1,602)	(1%)
Information	7,669	5,150	4,058	7,543	(126)	(2%)
Finance and Insurance	28,456	9,121	8,288	27,872	(584)	(2%)
Management of Companies and Enterprises	11,421	4,831	4,804	10,955	(465)	(4%)
Mining, Quarrying, and Oil and Gas Extraction	7,484	2,496	2,527	6,619	(865)	(12%)
Unclassified Industry	10	<10	<10	<10	Insf. Data	Insf. Data

Source: Lightcast Industry Table (Q3 2022 Data Set)

Emerging Demand Occupations: Job demand is expected in various occupations across the SJVAC RPU. *Healthcare Support Occupations* and *Healthcare Practitioners and Technical Occupations* are expected to grow over the next 5 years. It is also forecasted that there will be significant increase in demand for workers in occupations in the following sectors:

- Food Preparation and Serving Related Occupations
- Transportation and Material Moving Occupations
- Personal Care and Service Occupations
- Building and Grounds Cleaning and Maintenance Occupations
- Community and Social Service Occupations
- Computer and Mathematical Occupations

Each of these areas are expected to have positive job growth as an annual percentage and large total employment growth over 5 years. In addition, occupations in these industries offer both entry-level and mid-career employment opportunities.

SOC	Occupation Groups	2021 Jobs	2021 Separations	2021 Hires	2026 Jobs	2021 - 2026 Change	2021 - 2026 % Change
31-0000	Healthcare Support Occupations	96,647	56,862	62,436	115,453	18,805	19%
35-0000	Food Preparation and Serving Related Occupations	113,830	121,695	139,823	130,318	16,488	14%
53-0000	Transportation and Material Moving Occupations	180,113	185,892	204,275	199,236	19,122	11%
39-0000	Personal Care and Service Occupations	23,835	18,969	25,014	26,083	2,248	9%
29-0000	Healthcare Practitioners and Technical Occupations	82,959	20,811	23,255	90,188	7,229	9%
37-0000	Building and Grounds Cleaning and Maintenance Occupations	41,989	36,439	39,517	45,644	3,655	9%
21-0000	Community and Social Service Occupations	31,977	11,876	13,080	34,758	2,781	9%
15-0000	Computer and Mathematical Occupations	16,419	6,948	8,022	17,570	1,151	7%

47-0000	Construction and Extraction Occupations	61,001	46,202	51,054	64,835	3,834	6%
49-0000	Installation, Maintenance, and Repair Occupations	59,230	32,835	37,113	62,829	3,599	6%
25-0000	Educational Instruction and Library Occupations	109,947	28,916	31,963	115,668	5,721	5%
11-0000	Management Occupations	88,453	51,027	56,108	93,033	4,580	5%
13-0000	Business and Financial Operations Occupations	60,126	30,674	34,220	63,045	2,918	5%
33-0000	Protective Service Occupations	39,988	19,217	21,273	41,844	1,856	5%
23-0000	Legal Occupations	6,720	1,620	1,983	7,001	281	4%
17-0000	Architecture and Engineering Occupations	16,818	5,754	6,148	17,436	617	4%
19-0000	Life, Physical, and Social Science Occupations	14,907	7,580	7,934	15,432	525	4%
55-0000	Military-only occupations	8,626	2,087	2,274	8,928	302	3%
41-0000	Sales and Related Occupations	126,522	98,204	106,294	130,422	3,899	3%
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	11,667	6,783	7,992	12,001	335	3%
51-0000	Production Occupations	79,048	61,411	63,053	81,007	1,959	2%
43-0000	Office and Administrative Support Occupations	162,931	110,113	111,092	164,788	1,857	1%
45-0000	Farming, Fishing, and Forestry Occupations	159,460	600,858	594,302	158,312	(1,148)	(1%)

Source: Lightcast Occupation Table (Q3 2022 Data Set)

II. 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.

Regional Indicators and Associated Metrics

The SJVAC RPU has selected indicators B and D. Following are the outcomes and metrics established for the two indicators:

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

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

The region developed an "Equity Statement" and "Equity/Diversity Guiding Principles" that will support regional work and can be adopted by local boards to fulfill equity goals within their areas. English language learners have been selected as a primary target population for pilot efforts and performance metrics, a baseline, and benchmarks have been established for services to this population. WIOA performance measures provide the foundation for metrics associated with this outcome.

Outcome 2: The region has developed benchmarks and 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 the target population. 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 Grant 4.0, individuals enrolled in training will be tracked to determine how many obtained an industry-recognized credential and, of these individuals, how many receive one 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, training, and education to meet target populations needs.

This outcome is measured through tangible actions, including the following:

- 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 participant's retention of information and the impact of training at the workplace. Training topics are aligned with goals of both the Regional Plan and the 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 Competencies, 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 have contracted with "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, San Joaquin County, Stanislaus County, and Tulare County. Collectively, the WDBs contributed $83,595 to cover the cost of the service.

- *U.S. Department of Commerce Economic Development Administration "Good Jobs Challenge Grant"* – The SJVAC and Middle Sierra RPUs collaborated on a Healthcare-focused grant proposal and collectively contribute $27,750 to procure the services of a grant writer. Grant partnerships include private and public healthcare employers; regional healthcare associations; private and public educational institutions, including regional education consortia; organized labor; community-based organizations; and local WDBs.

- *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 for two fiscal years (2021-22 and 2022-23) totaling $135,625, which is collectively paid by participating WDBs.

Impact of Indicators and Metrics on Service Delivery

The SJVAC RPU's regional indicators, metrics, and outcomes will have the following anticipated effects on services, strategies, and approaches at the local 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 Equity Statement and related Equity/Diversity Guiding Principles will enable 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 will initially be targeted to English language learners will include increases in enrollments in WIOA services; referral to and co-enrollment in partner programs and services; co-case management of participants across two or more partners; completion of training academic and vocational training; credential attainment; job placement in career path employment; wages; and job retention. Over time, strategies utilized to improve services and outcomes for English language learners can be adapted and customized for other priority populations.

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 to 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.

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.

In-Demand Industry Sectors for the Region

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

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

The SJVAC Regional Plan continues to prioritize these sectors due to their prevalence within the region and predicted strength well into the foreseeable future. While manufacturing and energy do not show significant growth, over the four-year period covered by the plan, there is demand for workers in these industries based on worker replacement considerations (manufacturing) and subregional demand for workers (energy).

Additional sectors show emerging growth and the opportunity to create significant numbers of jobs. The following is a summary of key data pertaining to the region's priority sectors and related occupations, which is drawn principally from economic analysis conducted during the development of the original PY 21-24 Regional Plan and as part of preparing the biennial update.

The SJVAC RPU is expected to grow economically over the next five years. Unemployment has continued to decrease over 2021 and will continue to drop to near pre-COVID-19 levels over the course of 2022. The region has many of the ingredients needed for healthy economic growth: a large working age population and a high rate of workforce participation, historical and forecasted growth across a diverse mix of industry sectors, job demand across a range of occupations with varying education or training requirements, and an economy that offers opportunities for workers at various stages of their careers. While many industries are forecasted to continue to grow modestly over the next five years, a large portion of economic growth and job development in the Central Valley is situated in a handful of sectors, specifically within healthcare; accommodation and food services; and transportation and warehousing.

The *healthcare* industry is the largest generator of jobs for the Central Valley and is expected to continue to grow at a rate of 3% per year. Occupations in healthcare support, healthcare practitioners, and social service providers are all projected to grow over the

next five years. A new impetus for growth in the sector will be the UC Merced Medical School project. Starting in 2023, a Health, Behavioral Sciences, and Medical Education Building at UC Merced will support a B.S. to M.D. joint degree program operated in collaboration with UC San Francisco-Fresno, along with public health and psychological sciences faculty and students. Given the growth and demand in this industry/occupational sector, investment in the region's healthcare career technical education pipeline will remain a priority for the region's workforce development partners.

The *transportation and warehousing* industry and related occupations represent a unique opportunity for the region. This industry and associated occupations have demonstrated high growth (8.3% annually) over the past five years. There is additional projected growth (3.6% annually) over the next five years and higher than average local demand. This trend is likely driven by several factors including growth of online shopping and ecommerce with notable growth during the pandemic as well as the region's strategic location along California's main transportation corridor and availability and affordability of land for developing large distribution centers. Many of the occupations in this sector are entry-level, but they offer respectable wages and are opportunities for job seekers entering or reentering the workforce or for job seekers that experience barriers to employment.

The *construction* industry is also expected to continue to experience healthy job growth at a rate of 1.4% annually. Similarly, construction and extraction occupations are also expected to add 3,868 jobs to the region and grow at a rate of 12% annually. This trend will likely be driven by construction projects in both the Central Valley as well as adjacent large urban areas, such as the San Francisco Bay Area and Los Angeles regions.

The *retail trade and accommodation and food services* industries experienced outsized employment contractions due to COVID-19. With social distancing measures fully lifted, these industries have rebounded to pre-COVID-19 employment levels and are projected to have positive growth in the next five years. As a large share of the retail economy has shifted to online sales, it is not clear the extent to which this sector will return fully to a brick and mortar economy. Retail has historically been a large generator of entry- and mid-level jobs. A permanent contraction in this industry could impact employment trends, especially for entry-level jobs.

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

There are several industries in the Central Valley with new and emerging opportunities for which the workforce partners may want to consider developing career education pipelines. These include arts, entertainment, recreation and wholesale trade industries.

From an occupational standpoint, there is a growing occupational demand in protective services as well as a notable demand for installation, maintenance, and repair occupations. It is also worth noting that these are careers that offer sustainable wages and have less demanding training requirements for entry-level positions than other jobs with comparable pay.

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

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.

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 though ongoing partnerships with education and workforce development. Tulare County WIB provides staffing support for this partnership, as this approach continues to function as an effective means of engagement of with industry.

South Valley Industrial Collaborative - Manufacturing

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

Tulare - Kings College and Career Collaborative – Multiple Industries

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

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 the income, racial, and gender inequalities in education and employment.

Central San Joaquin Valley K-16 Partnership

This collaboration of the Fresno-Madera K-16 Collaborative and the Tulare- Kings College and Career Collaborative was created to strengthen the region’s education and socio-economic equity, leadership, support, and impact on 516,574 K-16 students and adult

learners. The aim of the partnership is to eliminate intersegmental silos and unite partners to build relationship infrastructure for future work. By braiding approaches and resources, the partners are confident there will be a significant increase in filling an LMI-supported job talent pipeline to ensure that individuals thrive personally and professionally.

Biomethane Production – Green Energy

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

Valley Build – Construction

The SB-1-funded Valley Build High Road Construction Careers (HRCC) project is led by the Fresno Regional WDB and serves an expansive region that includes the following

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

Central Valley Forestry Corps

The Central Valley Forestry Corps is a partnership between the Fresno Regional Workforce Development Board, the Mother Lode WDB, Fresno Economic Opportunities Commission's Local Conservation Corps, Reedley College, and Columbia College. The Central Valley Forestry Corps will train the next generation of forestry workers to address the natural disasters occurring within our forests. Beginning with funding from CalFire, the initiative is preparing an untapped workforce within the Central Valley to assist in the removal of 129 million dead trees. Training is crucial to decrease the number of wildfires in California. According to CalFire, as of late 2022, there have been 7,490 fires that have burned over 362,455 acres.

Inland Ports Initiative

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

Fresno-Merced Future of Food (F3)

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

the Central Valley will receive access to new technology and training to equip workers with the skills needed to access higher quality, higher paying jobs in ag tech, improving both farm productivity and wages.

UC Merced Water Systems Management Lab Project

The project is examining the impacts of the drought on California agriculture. Recent California climate extremes, which include among the most severe droughts on record, have 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.

Community Economic Resilience Fund (CERF)

CERF is a state initiative supporting innovative plans and strategies to diversify local economies and develop sustainable industries that create good-paying, broadly accessible jobs for all Californians. As part of CERF's initial planning phase, 13 economic development entities known as High Road Transition Collaboratives received $5 million each to develop roadmaps, including a strategy and recommended series of investments, for their region. Following this planning phase, the program's implementation phase will begin in 2023 and make available $500 million to fund projects identified by the High Road Transition Collaboratives. All SJVAC Region WDB's are represented in their local/sub-regional CERF initiatives, which include ones in the Northern San Joaquin Valley, Central San Joaquin Valley, and Kern County.

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 equity for targeted populations. The targeted populations will gain access to the necessary skills to fill the skill gaps and become self-sufficient.

<u>Fresno Regional WDB – Construction and Manufacturing</u>: 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.

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

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

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

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

Strategies to Communicate with Regional Employers

The majority of business contacts are made at the local level between the eight WDBs and employers within their counties. However, 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. Such efforts are most common in rapid response and layoff aversion activities and with businesses that are establishing new operations in more or more areas in the Central Valley.

To promote coordinated and cohesive messaging, the local boards have collaborated on the development of a regional website focused on services for businesses. The Valley Work site (www.valleywork.org) has been developed to communicate how workforce programs can assist businesses, provide examples of strategies that have been deployed to support Valley-based companies, and communicate contact information to employers. Since the PY 21-24 Regional Plan has been implemented, 565 companies have accessed Valley Work online, spending an average of just one minute on the website. To improve the utility of the site for businesses, local boards are examining ways in which it can be improved. Under consideration and review are including information about the Region's 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 will work through the CCWC and its workgroups to design, develop, and implement improvements to the Valley Work site and will complete improvements to the site prior to the end date of the PY 21-24 Regional Plan.

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.

Working with Businesses that Provide Quality Jobs

The eight local boards all focus on matching qualified job seekers with businesses that pay competitive wages and offer benefits. Still, the nature of our work requires local workforce systems to assist job seekers from a wide range of backgrounds with varying levels of skills and experience. Local boards' strategies concentrate on the use of career pathway programs to train and prepare job seekers to become competitive candidates who qualify for good jobs that are commensurate with their skills and experience. Job placement on 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, 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 we work with have limited work experience and entry-level skills, local boards also work with a wide range of other businesses, including those with jobs paying lower wages and offering fewer benefits. These jobs are not intended to be jobs without the the potential for advancement. Rather, for job seekers on a career path, they provide the opportunity to gain experience, build their resumes, and put skills (including those that are newly acquired as the result of training) to work in a competitive work environment. The jobs are a step on a career path to high skilled, high wage, high road jobs.

Focus on Career Pathways

The SJVAC RPU boards 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 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 structure through which a “region” can adopt policy. Policy is the purview of workforce development boards. Workforce leadership will continue to engage board members in discussions about job quality to determine what fits best with the policy framework of their local workforce systems.

Shared Target Populations and Targeted Service Strategies

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

Shared Populations

Across the entire region, target populations include English language learners, individuals who lack a high school credential, those who are basic skills deficient, CalWORKs recipients, individuals with disabilities, formerly incarcerated individuals, communities that are digitally disenfranchised, non-custodial parents with child support enforcement orders, disconnected youth, and veterans. At a sub-regional level, there are also target groups shared by two or more boards. For example, boards in the northern part of the Valley serve many individuals who become commuters to jobs in the Capital region and the Silicon Valley. Counties which are home to the Valley’s largest cities are increasingly focused on working with homeless and housing insecure individuals and families. 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, Disability Employment Accelerator, Veterans Employment Assistance Programs, 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 the boards address workforce needs during economic recovery, issues will likely arise that require new approaches that could be developed regionally and implemented locally.

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

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

Promoting Equal Access

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

Workforce System Commitment to Equity

As expressed in the introduction to this Plan, the region's workforce leaders are committed to equity, diversity, inclusion, and access in every aspect of their operations and programs. Several of the local boards have included within their PY 2021-24 Local Plans their intentions to communicate the workforce development board's position on equity. In many cases, this may be in the form of a formal policy. As stated above, there is no structure for the adoption of policy at a regional level. However, it is possible that the boards can share their local-level efforts, and that a protocol for workforce system equity can be developed that would provide a framework for all boards as they consider the adoption of policies related to equity.

VI. 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.

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 the leveraging of resources to strengthen the workforce system throughout the Central Valley. The MOU emphasizes the independence of the eight boards and the fact that all parties agree to respect one another’s organizational practices and management structures in the execution of collaborative activities. The agreement empowers the boards to: develop and implement collaborative efforts at a regional and sub-regional level; conduct formal and informal meetings under the CCWC name to discuss best practices; utilize the CCWC name in sponsorship materials for third party organizations; and, project by project, designate local workforce development boards as the “lead agency” for regional and sub-regional initiatives. Furthermore, the CCWC MOU establishes a format for meetings, which may be held in person, via electronic media, or through conference calls, and for keeping minutes of scheduled meetings. Responsibilities for organizing meetings rotate among the boards. The agreement is periodically reviewed and updated, confirming the value that the boards place on cooperation and bringing greater capacity and resources to the region.

Central Valley Industry Engagement Roundtable

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

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

Regional and Sub-Regional Grants

One of the longstanding benefits of collaboration among local boards in the Central Valley has been jointly securing competitive grants. Based on the focus of the projects, collaborative grants may include participation by WDBs throughout the region or as few as two local boards. As the biennial update to the plan was being developed, local board representatives cited the following examples of regional and sub-regional grants include:

- Veterans Employment Assistance Program: Stanislaus County (lead), Madera County, Merced County and San Joaquin County WDBs. *Project is active.*
- Opioid Grant: Merced County (Lead), Kern, Inyo, Mono WDB's. *Project has been completed.*
- 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. *Original project has been completed. A new grant has been awarded.*
- SB1 Grant: Fresno Regional (lead), San Joaquin County, Merced County, Mother Lode, Madera County, Kings County, Stanislaus County, Tulare County and Kern, Inyo, Mono WDBs. *Project is active.*
- Disability Employment Accelerator Grant, Veterans (DEA): Kern, Inyo, Mono (lead), Tulare County, and Kings County WDBs. *Project has been completed.*
- U.S. Department of Commerce, Economic Development Administration Good Jobs Challenge. Participating boards include Fresno Regional, Kings County, Madera County, and Tulare County. Grant has been awarded and project is being implemented.
- Regional Planning Implementation (RPI) Grants: All boards have participated in grant awards 1.0 through 4.0. *Grant projects have been completed.*

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.

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 currently under consideration by the local boards, include:

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

As the biennial update was being developed, it was noted by local board representatives that progress is being made in several areas, including collaboration on review and monitoring of institutions and programs on the Eligible Training Provider List for which individual training accounts are utilized. Another target on which progress was noted is promotion of the regional programs and initiatives via the Valley Work website.

All of the foregoing initiatives remain under consideration, with the CCWC and its various workgroups being the principal mechanism for both examining key issues and for moving them forward.

VII. PRIORITY CONSIDERATIONS FOR PROGRAM YEARS 2021-24

Based on input that regional workforce leaders and stakeholders provided during discussions held throughout the process used to develop the original PY 21-24 Plan, the following topics 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. It should be noted that, during the biennial review process, some considerations were revised based on changing economic and labor market conditions. Others were removed altogether. As noted at the conclusion of this section, a supplementary stakeholder input process was organized in connection with the development of the Plan modification and several new priorities were identified.

Protocols and Policy Frameworks

1. Draft a policy framework around quality jobs that could be shared with local boards and serve as a resource for development of policies at the local level.

2. Draft a policy framework covering equity, diversity, inclusion, and access which local boards could reference as they consider policies.

Recovery Strategies

3. Determine how elected officials, local government, economic development, education, and workforce development can coordinate resources and develop joint strategies to support businesses and workers in recovery from the recessionary effects of the pandemic.

4. Assess the effects on various populations, such as women and Latinos, who, according to numerous reports, have been most significantly affected by and experienced the greatest losses as the results of the pandemic. Identify both broad-based and population-specific approaches to address community and individual needs.

5. Assess the need for services to address the stress and trauma that individuals, families and communities have experienced throughout the pandemic and how these effects may influence their participation in the workforce and performance on the job.

6. Assess the extent to which jobs with companies in the Bay Area, across the country, and around the world are now available to Central Valley residents. Whether these jobs are in customer service, information technology, or another field, what does the availability of work from home jobs suggest for training and education programs offered in the region?

Demand Side Focus

7. Determine the capacity in the region to support entrepreneurs through training, access to capital, and other resources/support.

8. As businesses express their evolving workforce needs to economic and workforce development professionals, including skills needed by workers, a strategy is required to communicate these needs rapidly to education partners to accelerate the enhancement/development and deployment of training to correspond to need.

9. Identify businesses' needs to retrain and/or upskill workers to meet new workplace demands, including changes brought about by the pandemic. Assess how commitment of limited resources to incumbent worker training will affect the balance of funding available to support individuals who are unemployed or are new entrants to the workforce.

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

Supply Side Focus

11. Develop and implement training modules focused on communication, behaviors, and attitudes used during interactions (e.g., learning, interviews, meetings, work) via virtual platforms.

12. Develop options for addressing the lack of digital access experienced by individuals and communities throughout the Central Valley. Options must address the needs for access to the Internet, hardware, and digital literacy skills.

13. With warehousing, manufacturing, agriculture and other jobs in the Central Valley making increasing use of technology, including AI and robotics, what training is needed for incumbent workers and job seekers?

Partnerships

14. Identify additional opportunities for community-based organizations to more effectively connect to the workforce system and to serve as points of access to education and workforce programs that support underserved and vulnerable populations in preparing for jobs and careers.

15. Assess the need to enhance or expand partnerships with organizations that address issues that have been magnified as a result of the pandemic, such as homeless and/or housing insecurities, food insecurity, addiction, and mental health.

Communications and Messaging

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

Regional Scaling of Locally Successful Models

17. Identify populations, industries and initiatives that could benefit from the use of skilled Navigators to increase the effectiveness of services and to improve the outcomes achieved by job seekers and businesses.

18. Assess the replicability of apprenticeship programs that have been implemented in various local areas and determine the need for and feasibility of upscaling these programs throughout the region or to specific areas.

19. Examine local initiatives to develop workers' skills for an economy that is changing due to climate initiatives and determine how such training could be expanded regionwide.

20. Conduct a comprehensive assessment of services and training that have been implemented on virtual platforms and identify best practices that could be adopted throughout the region.

Progress at various levels is ongoing on all of the foregoing items and all remain part of the regional workforce agenda for the RPU.

Additional Considerations Identified During Biennial Modification Process

As part the process of preparing the 2023 Biennial Modification to the PY 21-24 Regional Plan, the Regional Organizer led efforts to secure input from workforce development stakeholders and the community about workforce issues affecting the Central Valley. As a result of this process (described in Appendix 1), which was largely focused on issues of equity, the following additional priority considerations were identified.

21. Identify opportunities to emphasize gender equity in key industries and occupations, particularly in support of women's entry to the workforce following exits during the pandemic.

22. Design strategies to increase the availability of services in rural and remote communities throughout the Central Valley.

23. Replicate models to increase inclusion of underserved populations in careers providing good wages and opportunities for advancement.

24. Replicate models from government, non-profit organizations, and the private sectors to increase diversity, equity, and inclusion.

25. Record and maintain information on strategies and models for effectively serving populations and industries so they can be easily reviewed, evaluated, and, as appropriate, replicated.

Several of the foregoing priority considerations are aligned with indicators established by the California Workforce Development Board that demonstrate coordination within the region. As indicated, it is the intention of local board leaders, over the four-year span of the Plan, to record and track efforts made in connection with these considerations.

VIII. 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

Attachment 1

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:

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

Forum on this topic were held via Zoom:

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

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

Forum on this topic were held via Zoom:

- January 6, 2021 (hosted by Stanislaus County WDB)
- January 20, 2021 (hosted by Kern, Inyo, Mono WDB)
- Seventy (70) individuals attended these forums.

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

Forum on this topic were held via Zoom:

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

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

Forum on this topic were held via Zoom:

- January 21, 2021 (hosted by San Joaquin County WDB)
- January 28, 2021 (hosted by Kings County WDB)
- Seventy-eight (78) individuals attended these forums.

As part of the process of developing the 2023 Biennial Modification to the Regional Plan, local boards again sought input from workforce development stakeholders and others on topics relevant to the Plan.

A session on “Tracking Equity Outcomes for Central Valley Workforce Programs” was developed, posing the following questions:

- What resources, tools, strategies, and approaches should the WDBs of the Central Valley make use of to fulfill their commitment to equity?
- Are there existing service models in the Central Valley or elsewhere that could help the workforce system clearly define expectations for equity, inclusion, and access?
- How will the stated principles support achievement of the equity statement?
- In addition to serving vulnerable populations in greater numbers, what performance criteria should be established to measure the region’s success in achieving “equity outcomes?”

Community forums to discuss these questions were held throughout the region as the update to the Plan was being developed. Sessions were conducted as follows:

- November 2, 2022 (hosted via teleconference by Kern-Inyo-Mono WDB)
- November 9, 2022 (hosted in person and via teleconference by San Joaquin County WDB)
- November 10, 2022 (hosted in person and via teleconference by Fresno Regional WDB)
- December 1, 2022 (conducted via teleconference in Spanish and hosted by Merced County WDB)

A total of 147 individuals participated in the forums.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email, Social Media, Web Site	Fresno County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Kern Inyo Mono Counties Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Kings County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Madera County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Merced County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	San Joaquin County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Stanislaus County Workforce Development Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Tulare County Workforce Investment Board	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Adult Education Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Adult Education/ Literacy	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Board of Supervisors	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	CalFRESH/SNAP Providers	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Department of Corrections and Rehabilitations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Immigrant Policy Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	California Indian Manpower Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Career Technical Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Center for Business and Policy Research	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Center for Employment Opportunities	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Central Valley Immigrant Integration Collaborative	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Central Valley Regional Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Chamber of Commerce	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	Childcare Service Providers	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City Ministry Network	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City Planning and Development	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	City, County and State Government Officials	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Based Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Leaders	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Partnerships for Families	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Community Services Corporation – Kern Women's Business Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	County Office of Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Del Puerto Health Care District	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Delta Sierra Adult Education Alliance	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Behavior Health	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Child Support Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Economic Development	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Human Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Probation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Rehabilitation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Department of Social Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Disability Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Division of Apprenticeship Standards	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Education and Leadership Foundation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Employment Development Department	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Employment Training Panel	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	English Language Learners Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Equus Workforce Solutions	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	Faith Based Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Fresno Business Council	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Gateway Adult Education Network	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Goodwill Industries	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Healthcare Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Housing Authority	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Immigration Services	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Justice Involved Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	K-12 Education	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Labor Organizations	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	LearningQuest	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Members of the Public	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Municipalities	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Opportunity Stanislaus	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	OVCDC Tribal TANF	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Private Business	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Proteus Inc.	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Resource Development Associates	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Small Business Development Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Stanislaus Community Foundation	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	State Center Adult Education Consortium	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Superintendents and Administrators of Educational Organizations including Adult Schools, Community Colleges, State 4-Year Universities, Private Colleges	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	The Fresno Center	Attended forums.	Engaged in planning process.
Email, Social Media, Web Site	Tulare Employment Connection	Attended forums.	Engaged in planning process.

Email, Social Media, Web Site	Valley Mountain Regional Center	Attended forums.	Engaged in planning process.

JOIN US! Help plan for the future of the Valley workforce

SOUTH VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by Kern, Inyo & Mono Workforce Development Board

November 2, 2022 | 3:00 pm | Virtual Meeting

The Voice of the Central Valley is Vital

Across the Central Valley, eight local Workforce Development Boards have developed the following equity statement:

"THE LOCAL BOARDS OF THE CENTRAL VALLEY ARE COMMITTED TO DIVERSITY, INCLUSION, EQUITY AND ACCESS IN EVERY ASPECT OF THEIR OPERATIONS AND PROGRAMS"

The community is invited to join workforce system stakeholders, businesses, and others from the community as we define the Equity outcomes we would like to achieve.

Save the Date *hosted by Kern, Inyo & Mono Workforce Development Board*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs
When: Wednesday, November 2, 2022 from 3:00 pm to 4:00 pm
Where: Come join us at Zoom on the computer at https://tinyurl.com/mpeph2wu or on the phone at +1 669 900 9128

KINGS COUNTY JOB TRAINING OFFICE
The WORKFORCE INVESTMENT BOARD of TULARE COUNTY
WDB Kern, Inyo & Mono WORKFORCE DEVELOPMENT BOARD
Fresno Regional Workforce Development Board
WORKNET MERCED COUNTY
San Joaquin County worknet A proud partner of the America's JobCenter network
WORKFORCE DEVELOPMENT BOARD OF MADERA COUNTY
STANISLAUS COUNTY WORKFORCE DEVELOPMENT

Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce

STANISLAUS COUNTY WORKFORCE DEVELOPMENT
America's JobCenter of California℠

This program is fully funded with the Regional Plan Implementation 4.0 grant totaling $326,805 (100%) from the U.S. Department of Labor and is an equal opportunity employer/program. Auxiliary Aids and services are available upon request to individuals with disabilities.

JOIN US! Help plan for the future of the Valley workforce

NORTH VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by San Joaquin County WorkNet

November 9, 2022 | 3:00 pm | In-Person Meeting

The Voice of the Central Valley is Vital

Across the Central Valley, eight local Workforce Development Boards have developed the following equity statement:

"THE LOCAL BOARDS OF THE CENTRAL VALLEY ARE COMMITTED TO DIVERSITY, INCLUSION, EQUITY AND ACCESS IN EVERY ASPECT OF THEIR OPERATIONS AND PROGRAMS"

The community is invited to join workforce system stakeholders, businesses, and others from the community as we define the Equity outcomes we would like to achieve.

Save the Date *hosted by San Joaquin County WorkNet*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs
When: Wednesday, November 9, 2022 from 3:00 pm to 4:30 pm
Where: Come join us at 6221 West Lane, Stockton, CA 95210 or on Microsoft Teams on the computer at https://tinyurl.com/ycks2er9 or on the phone at +1 209-645-4071 (Conference ID: 159 382 027#)

Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce

This program is fully funded with the Regional Plan Implementation 4.0 grant totaling $326,805 (100%) from the U.S. Department of Labor and is an equal opportunity employer/program. Auxiliary Aids and services are available upon request to individuals with disabilities.

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MID-VALLEY SUB-REGION COMMUNITY FORUM

TRACKING EQUITY OUTCOMES FOR CENTRAL VALLEY WORKFORCE PROGRAMS

Hosted by Fresno Regional Workforce Development Board

November 10, 2022 | 10:30 am | In-Person Meeting

The Voice of the Central Valley is Vital

Across the Central Valley, eight local Workforce Development Boards have developed the following equity statement:

"THE LOCAL BOARDS OF THE CENTRAL VALLEY ARE COMMITTED TO DIVERSITY, INCLUSION, EQUITY AND ACCESS IN EVERY ASPECT OF THEIR OPERATIONS AND PROGRAMS"

The community is invited to join workforce system stakeholders, businesses, and others from the community as we define the Equity outcomes we would like to achieve.

Save the Date *hosted by Fresno Regional Workforce Development Board*

Sub-Regional Community Forum: Tracking Equity Outcomes for Central Valley Workforce Programs
When: Thursday, November 10, 2022 from 10:30 am to 12:00 pm
Where: Come join us at 3170 W. Shaw Avenue, Fresno, CA 93711 or on Zoom on the computer at https://tinyurl.com/44ctrm3d or on the phone at +1 669 900 9128

Coordinated by Stanislaus County Workforce Development | stanworkforce.com | (209) 558-2100 | @stanworkforce

This program is fully funded with the Regional Plan Implementation 4.0 grant totaling $326,805 (100%) from the U.S. Department of Labor and is an equal opportunity employer/program. Auxiliary Aids and services are available upon request to individuals with disabilities.

ÚNETE A NOSOTROS! Ayúdanos a planificar el futuro de la fuerza laboral del Valle

FORO COMUNITARIO SUBREGIONAL DEL VALLE SUR

SEGUIMIENTO DE RESULTADOS DE EQUIDAD PARA LOS PROGRAMAS DE LA FUERZA LABORAL DEL VALLE CENTRAL

Presentado por la Junta de la Fuerza Laboral de Merced

1 de diciembre, 2022 | 3:00 pm | Junta Virtual

LA VOZ DEL VALLE CENTRAL ES VITAL

En todo el Valle Central, ocho Juntas del Desarrollo de la Fuerza Laboral han desarrollado la siguiente declaración de equidad:

"LAS JUNTAS LOCALES DEL VALLE CENTRAL ESTÁN COMPROMETIDOS CON LA DIVERSIDAD, LA INCLUSIÓN, EQUIDAD Y ACCESO EN CADA ASPECTO DE SUS OPERACIONES Y PROGRAMAS"

Se invita a la comunidad a unirse a las partes interesadas del sistema laboral, las empresas y otras personas de la comunidad a medida que definimos los resultados de equidad que nos gustaría lograr.

Reserva la Fecha

Presentado por la Junta de la Fuerza Laboral de Merced

Foro Comunitario Subregional: Seguimiento de Resultados de Equidad de los Programas de la Fuerza Laboral del Valle Central
Cuando: : Jueves, 1 de diciembre, 2022 de 3:00 pm - 4:00 pm
Dónde: Únete a nosotros en la computadora por Zoom en la página: https://tinyurl.com/mpeph2wu o por telefono al +1 669 900 9128

Coordinado por el Departamento de la Fuerza Laboral del Condado de Stanislaus | stanworkforce.com | (209) 558-2100 | @stanworkforce

Este programa está totalmente financiado con el otorgo de Implementación del Plan Regional 4.0 por un total de $326,805 (100%) y es un empleador/programa de igualdad de oportunidades. Las ayudas y los servicios auxiliares están disponibles a pedido de las personas con discapacidades.

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 2021-24 REGIONAL PLAN

1.	***From:***	***Date:***
Comment:		

2.	***From:***	***Date:***
Comment:		

Attachment 3

SIGNATURE PAGE

The following signatures represent approval of the San Joaquin Valley Regional Planning Unit's 2023 Biennial Modification to the PY 2021-24 Regional Plan by the eight workforce development Boards that comprise the region.

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

Local Board Chair	Date

For the **Kern County Employers' Training Resource**:

Local Board Chair	Date

For the **Kings County Job Training Office**:

Local Board Chair	Date

For the **Madera County Workforce Investment Corporation**:

Local Board Chair	Date

Attachment 3

SIGNATURE PAGE (cont.)

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

Local Board Chair	Date

For the **San Joaquin County Employment and Economic Development Department**:

Local Board Chair	Date

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

Local Board Chair	Date

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

Local Board Chair	Date