

**AGENDA
WORKFORCE DEVELOPMENT BOARD
WEDNESDAY, MARCH 26, 2025**



"Your Workforce Resource"

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of California™



PATRICIA VIRGEN
EXECUTIVE DIRECTOR

NICOLE SNYDER
DEPUTY DIRECTOR
TINA LaBOUNTY
DEPUTY DIRECTOR



COUNTY OF SAN JOAQUIN
EMPLOYMENT AND ECONOMIC DEVELOPMENT DEPARTMENT

**AGENDA
WORKFORCE DEVELOPMENT BOARD
WEDNESDAY, MARCH 26, 2025**

Dear Workforce Development Board Members:

Attached is your agenda for the Wednesday, March 26, 2025, meeting of the Workforce Development Board (WDB).

The meeting will be held:

DATE: Wednesday, March 26, 2025
TIME: 7:30 a.m.
PLACE: WorkNet Building
6221 West Lane, Suite #105
Stockton, CA

If you have any questions, please call me at 468-2245.

Sincerely,

A handwritten signature in blue ink that reads "Patricia Virgen".

PATRICIA VIRGEN
EXECUTIVE DIRECTOR



A proud partner of the America's **JobCenter** network of California™

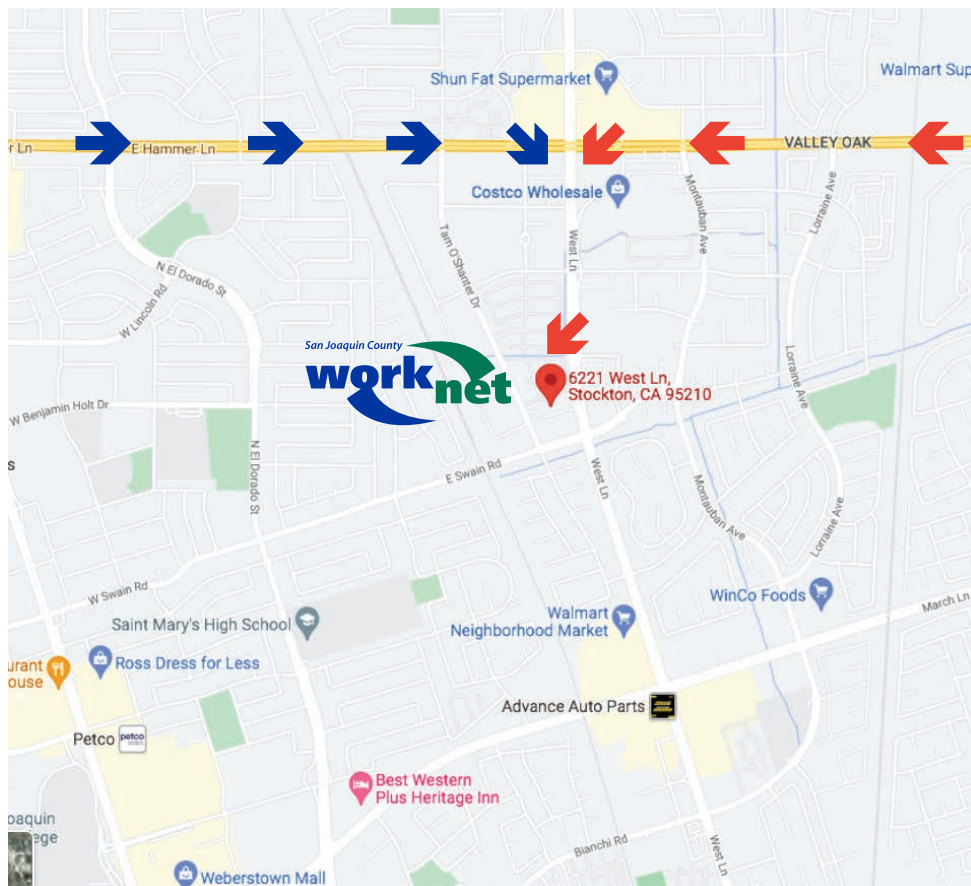
From HWY 99

From **Highway 99**, take the **Hammer Lane West** exit. Head **westbound on Hammer Lane** and prepare to turn **LEFT** on West Ln from Hammer Lane (Next main intersection after Monteabaun), to head **south on West Lane**. Using the right lane, you will pass one set of traffic lights on Hammertown, and then proceed to turn into our parking lot just before Swain. **Look for the WorkNet sign as a cue to turn into our parking lot.**

From Interstate 5

From **Interstate 5**, take the **Hammer Lane West** exit. Head **eastbound on Hammer Lane** and prepare to turn **RIGHT** on West Ln from Hammer Lane (Next main intersection after Tam O'Shanter), to head **south on West Lane**. Using the right lane, you will pass one set of traffic lights on Hammertown, and then proceed to turn into our parking lot just before Swain. **Look for the WorkNet sign as a cue to turn into our parking lot.**

From Interstate 5



From HWY 99

AGENDA
WORKFORCE DEVELOPMENT BOARD

March 26, 2025 - 7:30 a.m.
Stockton WorkNet Center
6221 West Lane, Suite 105
Stockton, CA 95210

ROLL CALL

APPROVAL OF MINUTES

STATEMENTS OF CONFLICT OF INTEREST

PUBLIC COMMENT

ACTION ITEMS

- A-1 Approval of Application for Local Area Subsequent Designation and Local Workforce Development Board Recertification under the Workforce Innovation and Opportunity Act for Program Years 2025-2027
- A-2 Approval of San Joaquin County's Workforce Innovation and Opportunity Act Four-Year Local Plan and Regional Plan for Program Years 2025-2028

PRESENTATION

COMMITTEE REPORTS

INFORMATION ITEMS

- I-1 WorkNet Center Customer Service Survey
- I-2 Success Stories
- I-3 San Joaquin County Labor Market Information Snapshot

DIRECTOR'S REPORT

BOARD MEMBERS QUESTIONS AND COMMENTS

***** PUBLIC COMMENT *****

Public Comments, limited to 250 words or less, may be submitted by sending an email to wdbcomments@sjcworknet.org. **Please no personal attacks.**

Every effort will be made to read all comments received into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the official record on file.

If you need disability-related modification or accommodation in order to participate in this meeting, please contact Annette Lovato at (209) 468-3524 at least 48 hours prior to the start of the meeting.

ADJOURNMENT

The next WDB meeting pending approval is scheduled for Wednesday, May 28, 2025.

This WIOA Title I - Financially Assisted Program or Activity is an Equal Opportunity Employer/Program. Auxiliary aids and services available upon request to individuals with disabilities. If you require special accommodation, please contact Annette Lovato (209) 468-3524 at least one day in advance of the meeting. California Relay Service 711 or [1-800-735-2922](tel:1-800-735-2922) (English) [1-800-855-3000](tel:1-800-855-3000) (Spanish).

APPROVAL OF MINUTES

**MINUTES
OF THE
WORKFORCE DEVELOPMENT BOARD**

February 12, 2025

WorkNet

6221 West Lane, Suite 105, Stockton, CA 95210

WORKFORCE DEVELOPMENT BOARD MEMBERS PRESENT

Diane Vigil, Chair

Gene Acevedo
LaChelle Adams
Jateen Bhakta
John Doucette
Frank Farrel
Les Fong
Mahalia Gotico
Robert Gutierrez

Gorgina Halaufia
Raul Hernandez
Julie Jansen
William Kelly
Dr. Paul I. Lanning
Foung Ly
Linda Wilcox

MEMBERS ABSENT

Troy Brown
Jose Hernandez
Dr. Lisa Lawrenson
Sylvia Sanchez

Jason Schwarz
Steven Stevenson
Chris Woods

GUESTS/STAFF PRESENT

John Lutzow, Employment & Economic Development Dept.
Ellron Yancey, Employment & Economic Development Dept.
Tina LaBounty, Employment & Economic Development Dept.
Patty Virgen, Employment & Economic Development Dept.
Nicole Snyder, Employment & Economic Development Dept.
Alejandra Mata, Employment & Economic Development Dept.
Belinda Petate-Chan, Employment & Economic Development Dept.
Megan McSwain, Employment & Development Dept.
Andra Moccia, Employment & Development Dept.
Jose Parocua, Employment & Economic Development Dept.
Paul Huerta, Employment & Economic Development Dept.
Daniela Mejia-Herrejon, Employment & Economic Development Dept.
Marcella Galindo, Employment & Economic Development Dept.
Annette Lovato, Employment & Economic Development Dept.
Nicole Parra, California Resources Corporation
Melanie Greene, San Joaquin County Office of Education
Kirin Virk, County Counsel

Guests who did not identify themselves may not be listed.

ROLL CALL

Chair Vigil called the meeting to order at 7:33 a.m. Roll call was taken, and a quorum of the Board was present.

APPROVAL OF MINUTES

MOTION

Mr. Acevedo moved, and Ms. Gotico seconded to approve the December 18, 2024, Workforce Development Board meeting minutes.

M/S/C unanimously.

STATEMENTS OF CONFLICT OF INTEREST

None.

PUBLIC COMMENT

None.

ACTION ITEMS

A-1 Authorization to Transfer Funds from Workforce Innovation and Opportunity Act (WIOA) Formula Dislocated Worker Program to WIOA Formula Adult Program

Madam Chair presented Action Item 1 to authorize the Executive Director of the Employment and Economic Development Department to transfer, subject to state approval, up to \$1,706,971 or 71% of the Program Year 2024-25 WIOA Formula Dislocated Worker funds to the WIOA Formula Adult funds, contingent upon state approval, and to authorize the Executive Director to sign all documents related to this action.

Mr. Parocua provided a presentation summarizing the information contained in the agenda item. He explained that the purpose of the transfer is to address the need for increased services to Adult participants compared to Dislocated Workers participants, aligning resources with the higher demand for Adult program services while leaving sufficient resources to meet any potential demand from Dislocated Workers.

MOTION

Ms. Adams moved, and Mr. Acevedo seconded to approve the Authorization to Transfer Funds from Workforce Innovation and Opportunity Act (WIOA) Formula Dislocated Worker Program to WIOA Formula Adult Program.

M/S/C unanimously.

A-2 Request for Approval to be America’s Job Center to California Adult and Dislocated Worker Career Services Provider

Madam Chair presented Action Item 2 to approve the attached San Joaquin County WDB Application to the Governor requesting approval to be America's Job Center of California (AJCC) Adult and Dislocated Worker career services provider in San Joaquin County and authorize the Chair of the WDB to sign the request and forward to the Board of Supervisors for their consideration and approval.

Mr. Lutzow provided a presentation summarizing the information contained in the agenda item, including the application process, which occurs every 4 years with approval. He explained that the EEDD serves as the administrative entity with oversight and highlighted the role of WorkNet in providing employment services. Mr. Lutzow also noted that last year, 600 people were served, with numbers steadily increasing.

MOTION

Mr. Ferral moved, and Mr. Kelly seconded to Request for Approval to be America’s Job Center of California Adult and Dislocated Worker Career Services Provider in San Joaquin County.

M/S/C unanimously.

PRESENTATIONS

P-1 CRC – Carbon TerraVault Workforce Training Partnership and Community Development – Carbon Safe III Grant

Nicole Parra, Vice President of Community Affairs at CRC, provided an overview on two key initiatives, with accompanying handouts for further details. The **CRC – Carbon TerraVault Workforce Training Partnership** is designed to train local individuals for high-demand jobs in the carbon management sector, helping to create a skilled workforce to support carbon capture and storage efforts. The **Carbon Safe III Grant** focuses on advancing carbon sequestration projects and fostering community development through environmental sustainability and job creation.

Nicole emphasized CRC’s commitment to workforce development and environmental sustainability, with the handouts offering additional insights into these initiatives and their potential impact on the community.

COMMITTEE REPORTS

Mr. Acevedo wanted to highlight that they are working on a schedule for 2025 to meet with various stakeholders and businesses.

INFORMATION ITEMS

- I-1 WorkNet Center Customer Service Survey
- I-2 Success Stories
- I-3 San Joaquin County Labor Market Information Snapshot

DIRECTOR'S REPORT

Director Virgen provided the following updates:

Funding Update:

- Some funds are still unallocated and dependent on the regular budget.
- Attention may shift to new legislation until the funds are secured, with a clearer picture expected by May.
- There will be a freeze on available funds for a couple of weeks.
- States have already received their allocated funds, but concerns persist over the NFJP funds.
- Local and state funding are still available through grants, and no state grants have been withdrawn.
- Monitoring funds will continue, and the Workforce Development Board (WDB) will be kept updated on any developments.

Form 700 Submission:

The form must be completed and submitted via Netfile by April 1, 2025.

MC3 Cohort Program Approval:

The MC3 cohort program for women in the building trade has been approved by the Board of Supervisors (BOS), with 15 women set to be trained.

Youth Support and Additional Funding:

The SJC education system requires more support for youth, with a new cohort planned. Additional funding has been allocated for contracts and more youth cohorts.

Amazon Hiring Efforts:

Amazon built two business warehouses in San Joaquin County, with plans to hire 1,600 people. A recent meet-and-greet event with over 900 job applicants was held.

LIFT Initiative and Spark Grant:

The LIFT Initiative and Spark Grant applications launched yesterday, offering up to \$5,000 in reimbursements for utility costs to small businesses with fewer than 50 employees, retroactive to January 2022 and going forward.

Training:

Training is underway with HealthForce Partners, the SBDC, and the Youth Entrepreneur Program.

MOU Agreements:

Starting to work on Memorandum of Understanding (MOU) agreements and are due June 1, 2025.

Local and Regional Plans:

The Local and Regional Plans are due in April and will be presented for approval at the March meeting.

Workforce Development Board Recertification:

The Local Area Subsequent Designation and Local Workforce Development Board Recertification are due in April and will be presented for approval at the March meeting.

BOARD MEMBERS QUESTIONS AND COMMENTS

None.

ADJOURNMENT

MOTION

Ms. Wilcox moved, and Mr. Acevedo seconded to adjourn the meeting at 8:37 a.m.

M/S/C unanimously.

STATEMENTS OF CONFLICT OF INTEREST

PUBLIC COMMENT

ITEM #1

**APPROVAL OF APPLICATION FOR LOCAL AREA SUBSEQUENT
DESIGNATION AND LOCAL WORKFORCE DEVELOPMENT BOARD
RECERTIFICATION UNDER THE WORKFORCE INNOVATION AND
OPPORTUNITY ACT FOR PROGRAM YEARS 2025-2027**

DATE: March 26, 2025

ACTION ITEM: 1

TO: Workforce Development Board

FROM: Patricia Virgen, Executive Director

SUBJECT: APPROVAL OF APPLICATION FOR LOCAL AREA SUBSEQUENT DESIGNATION AND LOCAL WORKFORCE DEVELOPMENT BOARD RECERTIFICATION UNDER THE WORKFORCE INNOVATION AND OPPORTUNITY ACT FOR PROGRAM YEARS 2025-2027

IT IS RECOMMENDED:

That the Workforce Development Board:

1. Approve the attached Application for Local Area Subsequent Designation and Local Workforce Development Board (LWDB) Recertification under the Workforce Innovation and Opportunity Act (WIOA); and
2. Authorize the Chair of the Workforce Development Board to sign all documents, once finalized, related to this action; and
3. Forward the signed application to the San Joaquin County Board of Supervisors (BOS) for ratification.

REASONS FOR RECOMMENDATION:

Background

Under the WIOA, Local Workforce Development Areas (LWDAs) must receive subsequent designation and recertification of their LWDB for program years 2025-2027 to continue to receive WIOA formula funding. Upon the State Board's approval, subsequent designation and recertification will be effective for a two-year period, from July 1, 2025, through June 30, 2027.

The WIOA Sections 106 and 107 provide criteria for subsequent designation of LWDAs and recertification of LWDBs. WIOA Section 106 stipulates the LWDA must have performed successfully, sustained fiscal integrity, and engaged in the regional planning process to receive subsequent designation. WIOA Section 107 stipulates a LWDB must have performed successfully, sustained fiscal integrity, and met membership requirements to receive recertification.

On January 16, 2025, EDD's Workforce Services Division (WSD) released WSD24-10 Local Area Subsequent Designation and Local Board Recertification for PY 25-27. The directive provides guidance and establishes the procedures regarding subsequent designation of LWDAs and recertification of LWDBs under the WIOA. Subsequent

Designation and Recertification of LWDBs will be effective July 1, 2025, for a two-year period, ending June 30, 2027.

Through the approval of this Action Item and ratification by the BOS Chair, as the Chief Elected Official (CEO), this LWDB will request subsequent local area designation and local board recertification through the State Board in accordance with WSD24-10.

Requirements for Subsequent Local Area Designation & Local Board Recertification – July 1, 2025 through June 30, 2027

1) Performed Successfully:

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

PY 22-23			
Indicator	Adults	Dislocated Workers	Youth
Employment Rate 2 nd Quarter After Exit	<u>99.6%</u>	<u>102.2%</u>	<u>118.9%</u>
Employment Rate 4 th Quarter After Exit	<u>102.4%</u>	<u>103.2%</u>	<u>108.9%</u>
Median Earnings 2 nd Quarter After Exit	<u>134.6%</u>	<u>111.5%</u>	<u>85.2%</u>
Credential Attainment	<u>111.1%</u>	<u>138.8%</u>	<u>153.5%</u>

PY 23-24			
Indicator	Adults	Dislocated Workers	Youth
Employment Rate 2 nd Quarter After Exit	<u>97.7%</u>	<u>98%</u>	<u>90.8%</u>
Employment Rate 4 th Quarter After Exit	<u>97.1%</u>	<u>97%</u>	<u>99.6%</u>
Median Earnings	<u>134.1%</u>	<u>126.3%</u>	<u>112.4%</u>
Credential Attainment	<u>119.5%</u>	<u>134.7%</u>	<u>83.3%</u>
Measurable Skills Gain	<u>148%</u>	<u>148.5%</u>	<u>93%</u>

2) Sustained Fiscal Integrity:

The LWDA has not been found in violation of one or more of the following during PY 22-23 or PY 23-24:

- *Final determination of significant finding(s)* from audits, evaluations, or other reviews conducted by state or local governmental agencies or the Department of Labor identifying issues of fiscal integrity or misexpended

funds due to the willful disregard or failure to comply with any WIOA requirement.

- *Gross negligence* – defined as a conscious and voluntary disregard of the need to use reasonable care, which is likely to cause foreseeable grave injury or harm to persons, property, or both.
- *Failure to observe accepted standards of administration* – Local Areas must have adhered to the applicable uniform administrative requirements set forth in Title 2 *Code of Federal Regulations* (CFR) Part 200 (Uniform Guidance).

3) Engaged in Regional Planning:

In accordance with WIOA Section 106 (c)(1), the San Joaquin County LWDA has been engaged in regional planning activities and participated in the development and implementation of the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU). The LWDA has been participating in regional planning meetings, and leading regional plan implementation efforts. This effort also included the review and approval of regional plan and modifications by local workforce boards and local Chief Elected Officials (CEO) and participating in regional performance negotiations.

Once approved by the WDB, the attached application will be forwarded to the BOS for ratification and processing in accordance with WSD24-10. Once ratified and signed by the BOS Chair, the application will be submitted to the State Board.

Two vacancies on the WDB remain pending. Once the appointment process is completed and the application for subsequent designation and local board recertification is finalized, the Board Chair will be authorized to sign the application. This action will ensure compliance with all necessary regulations and allow for the timely submission of the application for recertification.

Once approved, the California Workforce Development Board will notify the LWDAs, including the BOS Chair, that the subsequent local area designation and local board recertification will be effective from July 1, 2025, through June 30, 2027.

FISCAL IMPACT:

There is no fiscal impact related to this action.

ACTION TO BE TAKEN FOLLOWING APPROVAL:

1. Submit application to State Board with estimated date of BOS ratification (April 2025)
2. Submit application to the BOS for ratification and signature. (April 2025)
3. Forward ratified application to the State Board (April 2025)

ACTION
TAKEN: APPROVED: _____ DISAPPROVED: _____ OTHER: _____

BY: _____ DATE: _____
MOTIONED SECONDED _____
BY: BY: _____

YES: _____

NO: _____

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

Local Workforce Development Area

San Joaquin County

Application for Local Area Subsequent Designation and Local Board Recertification

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

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

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

San Joaquin County

Name of Local Area

6221 West Lane, Suite 105

Mailing Address

Stockton, CA 95210

City, State, ZIP

Date of Submission

Patricia Virgen

Contact Person

209-468-2245

Contact Person's Phone Number

Local Board Membership

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

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

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

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

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

Local Board Business Members

Name	Title	Entity	Appointment Date	Term End Date
Diane Vigil, CHAIR	Director of Development	Stockton Symphony Association	9/24/24	9/24/26
Linda Wilcox	Owner	RE/MAX	11/12/24	11/12/26
Jason Schwartz	Maintenance Department Manager	Haggerty Construction	10/24/23	10/24/25
John Doucette	President	Lodi Chamber of Commerce	10/10/23	10/10/25
Jose Hernandez	President	Tierra Luna Engineering	5/2/23	5/2/25
Paul Lanning	Executive Director	HealthForce Partners Northern San Joaquin Valley	11/28/23	11/28/25
Jateen Bhakta	Chief Technical Officer	Open Innovation Centers	12/10/24	12/10/26
Sylvia Sanchez	Director	Holistic Approach	9/14/21	9/14/23
Les Fong	President	Les Fong & Associates	10/22/24	10/22/26
Frank Ferral	Chief Policy Officer	Greater Stockton Chamber of Commerce	1/14/25	1/14/27
Brooke McCollough	President	Adventist Health Lodi Memorial	2/11/25	2/11/27
Mark Berger	General Manager	Toole's Garage	3/11/25	3/11/27
Michael Sorensen	Executive Director	Friends Outside	3/11/25	3/11/27
VACANCY	Supervisory District 3	Pending BOS Approval		
VACANCY	Supervisory District 4	Pending BOS Approval		

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

- Shall include representatives of labor organizations (for a Local Area in which employees are represented by labor organizations) who have been nominated by local labor federations or (for a Local Area in which no employees are represented by such organizations) other representatives of employees. California Unemployment Insurance Code (CUIC) Section 14202(b)(1) further requires and specifies that these

representatives shall amount to not less than 15 percent of the Local Board membership and be subject to the following:

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

List the Local Board’s workforce members:

Local Board Labor Members

Name	Title	Entity	Appointment Date	Term End Date
Steven Stevenson	Business Representative/Organizer	Local 442 Plumbers and Pipefitters	10/22/24	10/22/26
Raul Hernandez	Organizer/Representative	Plumbers and Pipefitters Local 442	12/10/24	12/10/26
Gorgina Halafia	Business Representative	International Brotherhood of Electrical Workers Local 595	9/24/24	9/24/26
Troy Brown	Superintendent	San Joaquin County Office of Education	11/7/23	11/7/25
William Kelly	Executive Director	North Valley Labor Federation	10/24/23	10/24/25

Name	Title	Entity	Appointment Date	Term End Date
Tim Robertson	Executive Director	San Joaquin Building Trades Council	2/25/25	2/25/27

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

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

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

List the Local Board’s education members:

Local Board Education Members

Name	Title	Entity	Appointment Date	Term End Date
Julie Jansen	Principal	Lodi Adult School	7/12/23	7/12/25
Lisa Aguilera Lawrenson	Superintendent	San Joaquin Delta College	2/27/24	2/27/26

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

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

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

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

Local Board Economic and Community Development Members

Name	Title	Entity	Appointment Date	Term End Date
Robert Gutierrez	President/CEO	San Joaquin Partnership	5/23/23	5/23/25
Mahalia Gotico	District Administrator	California Department of Rehabilitation	10/22/24	10/22/26
Lachelle Adams	Employment Program Manager II	California EDD, Workforce Services Branch	2/6/24	2/6/26
Chris Woods	Director	San Joaquin County Human Services Agency	10/22/24	10/22/26
Foung Ly	Assistant Deputy Chief Probation Officer	San Joaquin County Probation Department	11/12/24	11/12/26

Performed Successfully

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

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

PY 22-23 Scores

Indicator	Adults	Dislocated Workers	Youth
Employment Rate 2 nd Quarter After Exit	<u>99.6%</u>	<u>102.2%</u>	<u>118.9%</u>
Employment Rate 4 th Quarter After Exit	<u>102.4%</u>	<u>103.2%</u>	<u>108.9%</u>
Median Earnings	<u>134.6%</u>	<u>111.5%</u>	<u>85.2%</u>
Credential Attainment	<u>111.1%</u>	<u>138.8%</u>	<u>153.5%</u>

PY 23-24 Scores

Indicator	Adults	Dislocated Workers	Youth	Overall Indicator Score
Employment Rate 2 nd Quarter After Exit	<u>97.7%</u>	<u>98%</u>	<u>90.8%</u>	<u>95.5%</u>
Employment Rate 4 th Quarter After Exit	<u>97.1%</u>	<u>97%</u>	<u>99.6%</u>	<u>97.9%</u>
Median Earnings	<u>134.1%</u>	<u>126.3%</u>	<u>112.4%</u>	<u>124.3%</u>
Credential Attainment	<u>119.5%</u>	<u>134.7%</u>	<u>83.3%</u>	<u>112.5%</u>
Measurable Skills Gain	<u>148%</u>	<u>148.5%</u>	<u>93%</u>	<u>129.8%</u>
Overall Program Score	<u>119.3%</u>	<u>120.9%</u>	<u>95.8%</u>	---

Sustained Fiscal Integrity

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

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

Certify No Violation:

Engaged in Regional Planning

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

San Joaquin County collaborates with the other 7 Local Workforce Development Areas (LWDAs) in the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) and with the Middle Sierra RPU in the following six areas:

1. Regional Plan Forums
2. Regional Peer Review of Adult and Dislocated Worker Programs
3. Regional Plan Implementation of Prison to Employment (P2E) 2.0
4. Regional Planning and Hosting Staff Training
5. Regional Performance Negotiations
6. Regional Discussion of Draft Directives

San Joaquin County frequently attends, hosts, and participates in regional forums locally and in other areas of the SJVAC RPU. Below are detailed examples of participation and contributions that San Joaquin has made to regional planning, including regional performance negotiations.

1. Regional Plan Forums

- **October 09, 2024:** San Joaquin County hosted a Regional Forum 1. The Economic Recovery and the Role of the Workforce System forum was held in person, and attended by community agencies, non-profit organizations, educational partners, board of supervisor, economic development, senior management, and chamber of commerce directors and staff. A flyer was distributed/promoted regionally and attended by regional partners.
- **October 22, 2024:** San Joaquin County attended Forum 2, an In Person Community forum hosted by Fresno Regional Workforce to discuss “Opportunities & Challenges” for the workforce delivery system, and attended by regional partners, educational partners, and the public. A flyer was distributed/promoted regionally and attended by regional partners.
- **November 18, 2024:** Stanislaus County Workforce Development hosted Forum 3, “Opportunities & Challenges” for the workforce delivery system held In Person, and attended by the public, business owners, economic development, senior management, and chamber of commerce directors and staff. A flyer was distributed/promoted regionally and attended by regional partners.

- December 5, 2024:** San Joaquin County attended Forum 4, a regional community forum hosted by Kern, Inyo, Mono Workforce Development Board to discuss “Changing Landscape of Jobs, and the Economy” held virtually via Zoom and attended by regional program partners, educational partners, and the public. A flyer was distributed/promoted regionally and attended by regional partners.

2. Regional Peer Review of Adult and Dislocated Worker Programs

Regional Peer Reviews for PY 2022-2023 Career Services for Adult and Dislocated Worker Services were done virtually. Each county provided information electronically and was reviewed by designated peer review staff. Peer Reviews were completed, and results of the reports were found to be in compliance, and no exception letters were sent out to each designated county. Kings County decided not to participate in the review for PY 2022-2023.

Monitoring Review Dates

LWDA	Monitor	Date
San Joaquin County	Mother Lode Job Training	5/12/2023
Mother Lode Job Training	Stanislaus County	5/12/2023
Madera County	San Joaquin County	5/12/2023
Stanislaus County	Madera	5/12/2023

Regional Peer reviews for PY 2023-2024 Career Services for Adult and Dislocated Worker services were done virtually. Each county provided information electronically and was reviewed by designated peer review staff. Results of the reports were found to be in compliance, and no exception letters were sent out to each designated county. Kings County decided not to participate in the review for PY 2023-2024.

Monitoring Review Dates

LWDA	Monitor	Date
San Joaquin County	Stanislaus County	6/6/2024
Mother Lode Job Training	Madera County	6/6/2024
Madera County	Mother Lode	6/6/2024
Stanislaus County	Madera County	6/6/2024

The sub-regional partners met to discuss the scope of monitoring, approve the Monitoring Instrument developed by San Joaquin County, and finalize the schedule for virtual visits of the sub-regional Adult and Dislocated Worker Career Services, including participant file reviews. Peer reviews were conducted, and the reports found all areas to be in compliance. As a result, no exception letters were issued to any designated county.

3. Regional Plan Implementation of Prison to Employment (P2E) 2.0

San Joaquin County has been awarded another round of Prison to Employment (P2E) 2.0 Regional Partnership funding and serves as the Administrative and Fiscal Entity for the regional P2E program. As part of this role, San Joaquin County provides guidance and facilitates monthly progress calls with all Local Areas. Additionally, the county reviews program progress, invoices and reimburses Local Areas for approved activities.

Each Local Area has continued to have partnerships and relationships with local facilities housing inmates, including Parole, Probation, Local Jail, and CDCR facilities. The region also continues to maintain a strong partnership with the California Prison Industries Authority and has established a structured referral system and process.

4. Regional Planning and Hosting of Staff Training

San Joaquin County collaborated regionally with the RO/RTC to enhance staff and management skills through RPI 5.0 funds. Various training courses were conducted in partnership with outside regional partners.

- 10/12/2023 – 11/16/2023 Trauma Informed Care & Awareness Virtual Series for Community Serving Professionals
- 12/4/2023 Conducting and Effective Virtual Meeting
- 1/17/2024 – Three Habits of Highly Effective Remote Workers
- 1/26/2024 – Effective Remote Management of People
- 2/1/2024 – Introduction to DEI Through the Lens of Cultural Intelligence
- 2/8/2024- Developing Language of Cultural Intelligence
- 2/13/2024 – Understanding Implicit Bias Through the Lens of Cultural Intelligence
- 2/22/2024 – How to Create Sustainable Change Through the Lens of Cultural Intelligence
- 2/29/2024 – Managing Conflict Through the Lens of Equity
- 3/12/2024 – Tell Your Story with Data
- 3/28/2024 – Communicating with Data
- 4/10/2024 – Cohort #1 Trauma Informed System Change for Management
- 4/23/2024 – Cohort #2 Trauma Informed System Change for Management

Through RPI 5.0 funds, the SJVAC region decided to purchase the Metrix Learning Platform to provide various training opportunities for staff and management, including professional development and technical skills. San Joaquin County has enrolled staff in the platform, assigning each staff member and management personnel 3-5 courses. Once these courses are completed, staff are allowed to take additional courses during work hours or in their own time.

5. Regional Performance Negotiations

On **August 26, 2024**, the Regional Organizer/Regional Training Coordinator (RO/RTC) for the SJVAC RPU (Stanislaus County) requested local areas provide proposed goals for their area in preparation for the Regional Performance Negotiation meeting on September 18, 2024, so local areas had information to prepare for the negotiation between the eight (8) individual Workforce Development Boards and the State of California. San Joaquin County submitted proposed goals to the RO/RTC on August 29, 2024.

On **September 4, 2024**, the RO/RTC for the SJVAC RPU provided proposed goals for all local areas to all directors and key individuals regarding the Workforce Innovation and Opportunity Act Negotiated Performance Goals for Adult, Dislocated Worker, and Youth programs for Program Year 2024 and Program Year 2025.

As requested by the State, San Joaquin County provided proposed goals to the State representative on **August 29, 2024**, prior to the Negotiation Date. On **Friday, September 18, 2024**, all directors in the SJVAC RPU successfully negotiated performance goals with the State, and the RO/RTC provided local area negotiated goals to directors and key individuals after the conclusion of the meeting.

6. Regional Discussion of Draft Directives

The SJVAC RPU meets routinely to discuss open Draft Directives. San Joaquin County hosts these meetings over Microsoft Teams and occur when draft directives are released for comment. In PY 22-23 and PY 23-24 these meeting to discuss open draft directives occurred on August 25, 2022, November 22, 2022, January 19, 2023, February 28, 2023, November 30, 2023, and May 9, 2024.

Local Area Assurances

Through PY 25-27, the Local Area assures:

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

Highlights of this assurance include the following:

- The Local Area's procurement procedures will avoid the acquisition of unnecessary or duplicative items, software, and subscriptions (in alignment with Uniform Guidance Section 200.318)
- The Local Area will maintain and provide accounting and program records, including supporting source documentation, to auditors at all levels, as permitted by law (Uniform Guidance Section 200.508).

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

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

Highlights of this assurance include the following:

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

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

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

Highlights of this assurance include the following:

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

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

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

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

- G. The Local Area will engage in and contribute to regional planning and regional plan implementation (for example, the Local Area has participated in regional planning meetings and regional plan implementation efforts, and the Local Board and local CEO have reviewed and approved the regional plan and two-year modifications).

- H. The Local Area will participate in regional performance negotiations.

- I. The Local Area will comply with CWDB policies and guidelines, legislative mandates, and/or other special provisions as may be required under federal law or policy, including the WIOA or state legislation.

- J. Priority shall be given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient for receipt of career and training services funded by WIOA Adult funding (WIOA Section 134[c][3][E] and Training and Employment Guidance Letter [TEGL] 10-09, and TEGL 19-16).

Application Signature Page

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

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

Local Board Chair

Local CEO

Signature

Signature

Diane Vigil

Paul Canepa

Name

Name

Chair

Chair

Title

Title

Date

Date

ITEM #2

**APPROVAL OF SAN JOAQUIN COUNTY'S WORKFORCE INNOVATION AND
OPPORTUNITY ACT FOUR-YEAR LOCAL PLAN AND REGIONAL PLAN FOR
PROGRAM YEARS 2025-2028**

DATE: March 26, 2025

ACTION ITEM: 2

TO: Workforce Development Board

FROM: Patty Virgen, Deputy Director

SUBJECT: APPROVAL OF SAN JOAQUIN COUNTY'S WORKFORCE INNOVATION AND OPPORTUNITY ACT FOUR-YEAR LOCAL PLAN AND REGIONAL PLAN FOR PROGRAM YEARS 2025-2028

IT IS RECOMMENDED:

That the San Joaquin County Workforce Development Board:

1. Approve the San Joaquin County Workforce Innovation and Opportunity Act (WIOA) Local Plan and the San Joaquin Valley and Associated Counties Regional Plan for Program Years 2025-2028, and
2. Authorize the Chair of the Workforce Development Board to sign all documents, once finalized, related to this action.

Background:

The Workforce Innovation and Opportunity Act (WIOA) requires that each Local Workforce Development Area (LWDA) develop and submit, in partnership with the Chief Elected Official (CEO), a comprehensive four-year Local Plan to the State effective July 1, 2025 - June 30, 2029.

The LWDA must also submit a comprehensive four-year Regional Plan to the State. The region consists of eight (8) LWDAs covering 10 counties from Kern County in the south to San Joaquin County in the north including: San Joaquin, Stanislaus, Merced, Madera, Fresno, Tulare, Kings, and Kern-Inyo-Mono Counties. In addition, the Regional Plan shall also support the State Plan and be consistent with each of the Local Plans in the Region. The WIOA Regional Plan will also be effective July 1, 2025 - June 30, 2029.

On December 20, 2024, the State Workforce Development Board (State Board) provided guidance regarding the preparation of a four-year Regional and Local Plan and outlined expectations for those combined plans. Consultant David Shinder was secured for both plans coordinating the development of the Regional Plan and Local Plan.

The State Plan fosters demand-driven skills attainment, enables upward mobility for all Californians, including populations with barriers to employment; and aligns, coordinates, and integrates programs and services by engaging in strategies to frame, align, and guide program coordination at the state, regional, and local levels.

The establishment of regions is intended to align workforce development activities and resources with regional economic development areas and available resources. The Regional Plan is built upon principles, which represent the values, vision, and commitment of the Central Valley's workforce stakeholders. The Local Plan demonstrates

operational alignment with the strategic objectives of the respective Regional Plan. The Local Plan addresses how the WDB and AJCC partners will coordinate the services and resources and how the WDB and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy.

The required 30-day public comment period for the local plan began on February 21, 2025 and ended on March 22, 2025, while the public comment period for the regional plan extends from March 5, 2025, to April 4, 2025. The regional plan will be submitted for approval, incorporating any comments received during the public comment period. The draft plans are available for public review through the San Joaquin County WorkNet website (<http://www.sjworknet.org/WIOAresources.asp>). Any comments received during the public review that represent disagreement with the plan are required to be included with the plan when submitted to the State. Given that the regional plan is still in its public comment period and will not be finalized until April 4, the Chair will sign the plan once finalized.

FISCAL IMPACT:

There is no fiscal impact for the approval of this Action Item by the WDB.

ACTION TO BE TAKEN FOLLOWING APPROVAL:

1. The Local Plan and Regional Plan will be signed by the WDB Chair and forwarded to the Board of Supervisors for their consideration and approval.
2. Once approved by the Board of Supervisors, the Local Plan and Regional Plan will be submitted to the State Workforce Development Board for final approval by the State of California's Workforce Development Board.

ACTION TAKEN: APPROVED: _____ DISAPPROVED: _____ OTHER: _____

BY: _____ DATE: _____

MOTIONED BY: _____ SECONDED BY: _____

YES: _____

NO: _____

San Joaquin County Workforce Development Board

Program Year 2025 – 2028 Local Plan



Contact: Patty Virgen, Executive Director
Phone: (209) 468-2245
E-Mail pvirgen@sjcworknet.org

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I. INTRODUCTION

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by the California Workforce Development Board (CWDB) and the California Employment Development Department (EDD), the San Joaquin County Workforce Development Board (WDB) has developed a four-year Local Plan covering program years (PYs) 2025-2028. Following approval by state officials representing the Governor, the plan will be effective from July 1, 2025 through June 30, 2029.

Throughout the plan, WDB and WorkNet, the brand name for the local network of career centers funded by WIOA, may be used interchangeably. However, in some cases, WDB is used to refer specifically to the members of the workforce development board and the board as a whole and WorkNet is used to refer to the managers and staff of the WorkNet centers.

A. Workforce Innovation and Opportunity Act

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

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available; fosters regional collaboration within states through local workforce areas; and supports a nationwide network of career centers, which are branded within the state as America’s Job Centers of California (AJCCs) and within San Joaquin County as WorkNet centers.

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

B. San Joaquin County Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each Local Workforce Development Area (LWDA). The area’s chief local elected officials appoint members to the WDB. Locally, the San Joaquin County Board of Supervisors fulfills this function. Local workforce development boards are business-led, and the majority of members must come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific

federally funded workforce programs. The chief local elected officials may also select representatives from other groups, such as community-based organizations, to sit on the WDB.

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

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

C. Local Plans and the WIOA Planning Structure

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

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

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

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's vision and strategic and operational goals. Features of the local plan include: coordination among economic development, education, and workforce partners to build a skilled workforce through innovation in, and

alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have skills necessary to compete in the job market and that employers have a ready supply of skilled workers.

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

D. California's Strategic Workforce Priorities

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

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

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

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

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

E. Development of the Program Year 2025-28 Local Plan

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

F. San Joaquin County WDB Strategic Goals

In the latter half of 2023, members of the San Joaquin County WDB participated in a strategic planning process during which they reviewed their WIOA-prescribed roles and responsibilities and identified priorities for the board and the local workforce system that they oversee. Ultimately, the WDB established five strategic goals, for which areas of focus were identified. These goals include:

Goal 1: Promotion and Advocacy: Broadcasting and seeking support for WorkNet services.

Area of focus include:

- Business outreach and the promotion of WorkNet programs to local businesses is central to this goal. The local board envisions its members playing a central role in communicating the benefits of the workforce system to private industry.
- Greater coordination and alignment of public and community-based programs may provide opportunities for the WDB to leverage additional resources to support its programs and customers.
- WDB members recognize the value of communication with state and federal representatives on improvements that can be made to structure, policy, and funding for local workforce development programs.

Goal 2: Business Engagement and Support: Strategies to increase effectiveness in serving businesses.

Priorities connected to this goal are:

- In collaboration with WorkNet leadership, the board will identify opportunities to hear from businesses about the workforce issues that are of most interest and urgency to local companies.
- As local businesses in key industries seek to expand, the WDB will ensure that they have the support necessary to hire and train a skilled workforce.
- In connection with regional workforce priorities, the local system has identified priority sectors. In addition to focusing resources on the county's largest industries, the WDB will enhance services for the many small businesses in the San Joaquin County that are essential to the economy.
- Working with system partners, WorkNet leadership and the WDB will identify opportunities to support entrepreneurs through the local workforce development system.

Goals 3: Increased Coordination across organizations, programs, and services.

The WDB intends to concentrate its efforts in the following areas:

- Through its multiple connections with public agencies at all levels of government, the board will seek to align the workforce system with other public services.
- Relationships with community-based agencies are instrumental to the system's ability to reach many under-resourced groups who are critical to meeting workforce needs in the county. The WDB will help to shape efforts to engage with community-based organizations to assist their constituents in preparing for good jobs in promising careers.
- San Joaquin County is home to many organizations that provide services and support to business. The WDB's objective is to better align these services with those of the local workforce development system

Goal 4: Funding Diversification: Leveraging opportunities to expand resources.

Priorities include:

- To reach underserved populations and prepare individuals from these groups for demand jobs in growing industries, the WDB will direct efforts to identify and secure funding focusing on these individuals.
- The WDB will seek funding targeted to support base and emerging industries in the county.
- While the programs overseen by the WDB are funded by public sources, WorkNet has had some success in securing foundation and corporate funding. The WDB seeks to expand upon these efforts.

Goal 5: Shared Prosperity: Improving outcomes for all county residents and businesses.

Efforts will include:

- In recognition of the county's diverse economy, the WDB will ensure that workforce development resources are utilized to support growth across multiple sectors and for businesses of all types and sizes.
- As businesses prosper, so too should individuals and communities. The WDB will ensure that co-investments in workers and businesses create across-the-board opportunities for financial stability and prosperity.

Following the WDB's adoption of the strategic goals, the board convened to discuss the development of related action plans. WDB members determined that the work necessary to make progress on the goals requires concentrated effort and, therefore, it was decided that three work groups would be established, as follows.

- Promotion and Advocacy, Increased Coordination, and Shared Prosperity
- Business Engagement
- Fund Development

For each workgroup, one or more WDB members volunteered to take a leadership role and WorkNet managers were assigned as liaisons to support each group. WDB members leading the workgroups were tasked to recruit their colleagues from the board, as well as individuals from the community, to serve as members of the workgroups. While the strategic goals are scheduled for completion in 2025, many will likely continue beyond that point and all the preceding goals and objectives will shape the WDB's priorities over the four-year active period of this plan.

G. Program Year 2025-28 System Priorities

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

- Customize training and services to meet the needs of business
- Consult with business on workforce and labor market issues
- Teach businesses to be trainers
- Adopt creative approaches to business outreach
- Address job retention as a business and job seeker strategy
- Prepare job candidates for workplace requirements
- Focus on upskill training for the existing workforce
- Youth programs should emphasize business communication skills
- System partners should identify opportunities to create short-term training and stackable credentials
- Focus on creating pathways to good jobs and careers

Section V of this plan summarizes these and other issues, strategies, approaches, and key considerations that the San Joaquin County WDB and the system partners will examine over the four-year course of this plan.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

San Joaquin County WDB has active, strong, and effective partnerships dating back 40 years with public and private agencies that administer the WIOA partner programs. In addition to the many day-to-day interactions that the WDB has with the one-stop partner agencies, the participation of the partners in the planning process that led to the development of the PY 2025-28 Local Plan is a testament to their commitment to San Joaquin County’s local workforce development delivery system.

Overview of Local One-Stop System Partners

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

Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	San Joaquin County Workforce Development Board (WDB)
WIOA Title II Adult Education and Literacy	Delta Sierra Adult Education Alliance (DSAEA) Stockton Unified School District
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	San Joaquin Delta College (SJDC)
Older Americans Act Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs for Progress, Inc.
Job Corps	Davis and Associates Communication, Inc.

	<i>Recruiter for the Sacramento, San Jose, and Treasure Island Job Corps Centers</i>
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	San Joaquin County Workforce Development Board (WDB)
Jobs for Veterans State Grants	Employment Development Department
Youth Build	San Joaquin County Office of Education (SJCOE)
Trade Adjustment Assistance (TAA)	Employment Development Department
Community Services Block Grant	San Joaquin County Human Services Agency (HSA)
Housing and Urban Development E&T	Housing Authority of the County of San Joaquin (HACCSJ)
Unemployment Insurance (UI)	Employment Development Department
Second Chance	<i>No Current Grant in San Joaquin County.</i>
Temporary Assistance for Needy Families (TANF)/CalWORKs	San Joaquin County Human Services Agency (HSA)

Memorandum of Understanding with System Partners

The San Joaquin County WDB has developed a master MOU with the federally funded system partners. The MOU describes shared customers, shared services, and shared costs.

Coordination with AJCC Partner Programs

The following information summarizes the ways in which the WDB and the local workforce system collaborate with organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker, and Youth Programs: The three formula-funded programs are administered by the WDB, and services are delivered through the Comprehensive WorkNet AJCC in Stockton and four Affiliate AJCCs, which are in Lodi, Manteca, and Tracy and on the campus of San Joaquin Delta College in Stockton.

WIOA Title II – Adult Education and Literacy: The WDB has strong working relationships with the Title II partners. Delta Sierra Adult Education Alliance (DSAEA) encompasses many adult schools, the community college, and various community partners. WorkNet identifies opportunities to co-enroll Title II participants in need of workforce training or job placement.

WIOA Title III – Wagner-Peyser: Traditionally, the collaboration between the WIOA Title I and the Wagner-Peyser programs has been among the strongest in the system and has been crucial to the delivery of coordinated services within the comprehensive and various affiliate AJCCs. Coordination includes co-location at the WorkNet centers; assistance in providing customers with information on unemployment insurance; delivery of Reemployment Services and Eligibility Assessment (RESEA) workshops; assistance in

providing Rapid Response services to dislocated workers; and provision of cross training for WorkNet staff and system partners.

WIOA Title IV – Vocational Rehabilitation: The State Department of Rehabilitation (DOR) has staff co-located on a part-time basis at the Comprehensive AJCC. Coordination between Title I, Title IV, and other workforce system partners and programs includes a variety of efforts, including:

- Cross referrals of applicants and participants between the AJCC and DOR staff when an individual with a disability is determined to need the services of both organizations.
- Co-enrollment and co-case management of participants.
- Collaboration in efforts to increase the availability of competitive integrated employment (CIE) opportunities for individuals with intellectual or developmental disabilities, as outlined in the CIE local partnership agreement in which the WDB is listed as a community partner.
- DOR advises the AJCCs on accommodation issues.
- DOR has provided various training sessions for AJCC staff and system partners.

WorkNet also operates the STEP program funded by DOR, to provide youth with disabilities (ages 16-21 in high school or post-secondary education) with job readiness training and work experience aligned with their career goals.

Carl Perkins Career and Technical Education (CTE): San Joaquin Delta College is a recipient of Perkins CTE grant funds. The college uses Perkins funding to develop and deliver technical training linked to occupations that are in demand in the county, and, in recent years has significantly increased its focus on CTE programs. The location of a WorkNet AJCC affiliate center at the college provides a strong connection to CTE programs by WIOA participants served by the college based AJCC and other WorkNet Centers.

Title V Older Americans Act: SER-Jobs for Progress currently operates the Senior Community Service Employment Program (SCSEP) in San Joaquin County. WIOA-funded case managers and other partner staff refer individuals 55 years and older to the program, in cases where subsidized employment opportunities under SCSEP appear to be a good option for an individual's transition back into the labor market. SCSEP staff are co-located at the WorkNet center in Stockton.

Job Corps: The WDB has a signed MOU with the U.S. DOL contractor that conducts outreach and recruitment for the Sacramento, San Jose, and Treasure Island Job Corps Centers. Each week, Job Corps representatives visit the comprehensive WorkNet center to conduct outreach, orientations, eligibility determinations, intake, and initial assessments.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium Inc., (CIMC) is the Section 166 grantee covering San Joaquin County. WDB staff support CIMC by promoting its various programs, including workforce development, Community

Services Block Grant programs, childcare and development, the Elders Nutrition program, National Caregiver Support Program, Native Entrepreneur Training Program, Census Data Services, Tribal Business Services, and the Tribal Business Export Development Program.

Migrant Seasonal Farmworker Program (WIOA Section 167): San Joaquin County Workforce Development Board (WorkNet) is the WIOA Section 167 grantee for San Joaquin County. WorkNet provides a wide range of workforce development programs for migrant and seasonal farmworkers and their families, including access to career services and training programs and referrals to services like low-cost medical care, housing, utility assistance, and food banks. Participants enrolled in training are eligible for supportive services such as assistance with transportation and training-related expenses. Participants may be co-enrolled in WIOA Title I and Section 167 program services. WorkNet and the EDD Migrant and Seasonal Farmworker Outreach Program are co-located at the Stockton WorkNet center. Both agencies have an established referral process to serve farmworkers through their respective programs, including the NFJP program offered by WorkNet.

Jobs for Veterans State Grants: The WDB collaborates with EDD to serve veterans. Once veterans complete an application, they are assigned to a case manager who conducts initial assessment and a determination of the career services needed to support job search and employment. EDD's Local Veterans' Employment Representative (LVER) and a Disabled Veterans' Outreach Program (DVOP) staff are co-located at the comprehensive AJCC. Assistance from these specialized staff can also be made available to affiliate site participants, as needed.

YouthBuild: The WDB works closely with the San Joaquin County Office of Education on many projects serving youth and makes referrals to YouthBuild San Joaquin. The program provides individuals 17-24, who are in need of a high school diploma or GED, with the job skills, leadership, and education necessary to succeed as adults. YouthBuild San Joaquin's unique combination of on-the-job training, educational support, and community service provides participants with a challenging and rewarding experience.

Trade Adjustment Assistance Act (TAA): The WDB staff has worked closely with EDD to serve individuals who qualify for TAA services. Some participants have been co-enrolled in WIOA Title I services and TAA, with WIOA Title I providing career services and EDD coordinating payments to training providers, as TAA funds support training. WorkNet leadership is closely monitoring guidance on the closeout of TAA pursuant to information published in TEG 13-21. While TAA is still technically a mandatory partner program, it is currently an unfunded initiative.

Community Services Block Grant (CSBG): The CSBG program provides funds to alleviate the causes and conditions of poverty in communities. The San Joaquin County Human Services Agency (HSA) administers grants to community agencies, many of which provide support services that align with the needs of WIOA participants. WorkNet

collaborates with various CSBG grantees to connect participants to programs and support services that they offer.

Housing and Urban Development Employment and Training Program: The WDB collaborates with the Housing Authority of the County of San Joaquin to connect customers needing housing assistance to available programs and resources. Under the Housing Authority’s Self-Sufficiency Program, support is provided to public housing residents, which includes referrals to WorkNet.

Unemployment Insurance (UI): While EDD once had UI staff stationed at the WorkNet centers, the service is now provided remotely. The AJCCs are equipped with UI phones for customers seeking assistance. Customers may also apply online. EDD’s UI representatives are now accepting requests for information by email. WorkNet staff assist participants in preparing these emails.

Temporary Assistance for Needy Families/CalWORKs: The WDB collaborates with HSA to provide eligibility, initial assessments, outreach, intake, orientations, labor exchange information, job search referrals and labor market information as well as support service information. In addition, as an HSA partner, WorkNet serves CalWORKs participants by providing assessments, work experience, job club, referrals to vocational training, and community service opportunities.

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

The local workforce system that the WDB and WorkNet have developed within San Joaquin County is characterized by the effective relationships that mandated and local partners have built. One of the clearest manifestations of these partnerships is the collaboration among various agencies to jointly serve individuals requiring multiple services to achieve their employment and career goals.

In accordance with the requirements outlined in State Directive WSD19-09, co-enrollment strategies are specifically described in the MOU executed between the Local Board and the AJCC partners. The MOU also acknowledges that participants may be co-enrolled into workforce development, training, and support programs offered by WIOA and other funding administered by the Local Board, identifying processes to address opportunities for co-case management. Several AJCC partners have established structured relationships with the San Joaquin County WorkNet AJCC system leading to co-enrollment. Programs with which WIOA Title I program participants are co-enrolled include DOR programs, including STEP; AB 109 and P2E re-entry programs; Child Support Services; CalWORKS, and various state discretionary grant programs.

Whether partners are collocated at WorkNet Centers or operate from other sites, shared participants, once co-enrolled, benefit from the commitment of local stakeholders to collaborate on the deployment and tracking of services. Case managers are likely to communicate frequently, both verbally and in writing, about a co-enrolled participants’

progress, successes, challenges, and changing circumstances. This communication is the central feature of the WorkNet system partners' approach to co-case management. Co-case management is also facilitated using information sharing platforms such as CalJOBS and Unite Us. Common case management is also bolstered by the workforce system's use of Navigators. Currently two staff are assigned a "Resource Navigators," assisting a wide range of customers in identifying and accessing services and resources to support their career exploration, training, and job search.

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

The WDB has strategically located WorkNet centers throughout San Joaquin County. The geographic distribution of centers enables staff and partners to effectively reach remote communities within service areas designated for each center, which include rural and remote communities. The centers, in effect, serve as hubs for the surrounding communities. Through these hubs, WorkNet is increasing direct outreach into communities to meet customers where they live and make services more accessible through "pop up" sites. These sites enable customers to learn about services, complete the WorkNet enrollment process, and attend events, such as community-based job fairs.

Physical Locations Serving Remote Communities

- The Tracy WorkNet Center provides services to portions of south San Joaquin County including Tracy, Mountain House, and associated unincorporated areas.
- The Manteca WorkNet Center provides services to Manteca, Lathrop, Escalon and Ripon.
- The Lodi WorkNet Center provides services to portions of Northern San Joaquin County, including Acampo, Lockeford, Lodi, Thornton, Victor, and Woodbridge.

These affiliate centers provide the same services that are available through the Comprehensive Center in Stockton. In addition, the affiliate AJCCs are instrumental in collaborating with partner organizations that have facilities in rural communities.

WorkNet is committed to the use of technology to improve service delivery. Efforts and accomplishments include:

Integrating Virtual Case Management for Enhanced WIOA Service Delivery: With the full integration of CalJOBS virtual services into Adult, Dislocated Worker and Youth service delivery, WorkNet has enhanced client accessibility, efficiency, and overall experience. By maintaining case files digitally, clients gain the flexibility to access their information anytime and from any location with internet access, minimizing the need for in-person visits. This is especially beneficial for individuals in remote areas or those with mobility challenges or tight schedules, enabling them to review and update their personal details, track progress, and submit required documents at their convenience. Furthermore, the

use of text messaging tools, such as CareerHub, allow clients and case managers to easily share information, ask questions, and receive timely updates, improving engagement and reducing delays in service delivery.

Integrating CalJOBS virtual services also streamlines document storage and case management by securely storing all case-related information in one centralized, digital location. This reduces the risk of lost or misplaced paperwork, improves accuracy, and ensures that clients' personal information remains secure with advanced encryption and access controls. By eliminating paper-based workflows, clients can experience a faster, more efficient process, while also contributing to environmental sustainability. These systems also offer enhanced privacy protections, reassuring clients that their sensitive data is safe from unauthorized access.

Enhanced Virtual Coaching and Support and Personalized Skill Development: Providing personalized pathways and skill-building opportunities ensures that participants receive tailored guidance for their career growth. This helps bridge the gap between individuals' current skill sets and the demands of the labor market. These virtual services should always be available in remote areas and be tailored to individual needs.

Career Edge was implemented to enhance youth services. The platform functions as a comprehensive online learning center, focusing extensively on educational and career readiness components. It integrates essential career development tools such as job readiness modules, an interview simulation trainer, e-portfolio, business plan builder, and templates for resumes and cover letters. It also includes mock job applications, time management, study skills, and financial literacy, all aimed at equipping youth with necessary skills to effectively pursue both career opportunities and higher education goals. It includes an administrative dashboard for WorkNet staff, enabling them to monitor and interact with participants' activities and progress in real time. This feature supports staff in managing and guiding youths' learning outcomes as specified in their Individual Service Strategy.

WorkNet has also begun utilizing an online learning platform (Metrix Learning) to enhance and personalize staff skill development by offering tailored learning paths that cater to individual needs and career goals. By providing access to a diverse range of courses and training modules, it allows employees to focus on areas where they need the most improvement or wish to advance their expertise. Adaptive learning technologies track progress and suggest relevant resources, ensuring employees can learn at their own pace and on their own schedule, making professional development more accessible. Additionally, data-driven insights enable managers to identify skill gaps across the department, allowing for targeted interventions and development plans that align with both individual growth and organizational objectives.

Redesigned Website for Enhanced Accessibility, Improved Communication, and Engagement: An Americans with Disabilities Act (ADA) compliant website is a crucial technological benchmark for WIOA Title I service providers, ensuring that all users, including individuals with disabilities, can easily access services and resources. By

adhering to Web Content Accessibility Guidelines (WCAG 2.1), the site ensures seamless user experience for people with disabilities, allowing them to independently browse job postings, access training programs, and apply for services without requiring additional accommodations. This enhances the inclusivity of workforce development programs, making them accessible to a broader audience, particularly those who face barriers in traditional in-person service delivery.

This website supports the delivery of virtual services and remote access, enabling customers to engage in online job counseling, training webinars, and application portals without the need for physical visits. This aligns with the modern workforce environment, where many services are now digital first. It supports the goals of WIOA by promoting equitable access to training, job placement, and career advancement resources for all individuals, including those with disabilities. By ensuring compliance with legal standards such as the ADA, the website helps avoid legal risks and fosters a reputation for inclusivity. Moreover, enhanced website security will mitigate potential risks, safeguarding sensitive data.

D. Coordination of Workforce Activities and Support Services

When job seekers are enrolled in WIOA Title I services, they participate in a comprehensive assessment and are assigned a case manager. Working together, participants and case managers develop an Individual Employment Plan (IEP) for Adults and an Individual Service Strategy (ISS) for Youth, which identifies services, education, and training the job seeker will participate in to prepare for employment and identifies supportive services that are needed to enable participation. Such services include, but are not limited to transportation, counseling, bus passes, clothing (as required for the job), tools (as required by an employer and necessary for a job), physicals, license fee (GED fees, credentials), and books and supplies.

In addition to the above-mentioned supportive services, which represent those most commonly needed by workforce system participants, WorkNet has supported our customers in many other ways that reflect their unique needs and circumstances. Examples of resources the workforce system uses support services to promote participants' success in programs and on the job include the following:

- Training Supplies
- Textbooks
- Boots/Work Shoes
- Work Equipment (e.g., safety glasses)
- Photo identification
- Physicals required before being accepted for training or employment.
- Driving Permits
- Testing Costs
- Uniforms
- Interview Clothes
- Driver License Fees

- Certification costs
- Medical Expenses (e.g., drug test, TB test prior to beginning training or employment)
- Fingerprints required for employment
- Bus Passes

Over the period of this plan, WorkNet will work on processes that make the assessment of support needs and the delivery of support services more effective.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

Across our network of AJCCs, the San Joaquin County WDB ensures that all customers have access to the full range of workforce system services. The WorkNet Centers are physically and programmatically accessible to all customers, including individuals with disabilities. WDB managers and staff have participated in extensive human-centered design training sponsored by the U.S. Department of Labor and others and have applied this knowledge to the design of space, equipment, and information to ensure that the AJCCs correspond to the needs of individuals with disabilities. This is evident in the center layout, which provides clear lines of sight to information for seated or standing users, as well as in the availability of necessary accommodations and adequate space for the use of assistive devices or personal assistants. WorkNet Centers feature a wide range of assistive technology to enable individuals with various disabilities to effectively utilize all resources. Products such as UbiDuo supplement more traditional resources like TTY.

Approaches and Partnerships Supporting Effective Service Delivery

All five AJCCs in San Joaquin County work closely with partners on making and receiving referrals so that the delivery of services for individuals with disabilities is convenient and seamless. Department of Rehabilitation representatives support WorkNet by providing ongoing assessment and evaluation of assistive technology resources. For example, documents are adjusted for the visually impaired and document viewers are available in the AJCCs. Collaboration with local partner, Disability Resource Agency for Independent Living (DRAIL) also helps to inform the centers about client needs and resources required to address them. American Sign Language (ASL) interpretation and other forms of support are available upon request. Client surveys support the AJCCs in improving services for all customers, including jobs seekers with disabilities. Furthermore, DOR has collaborated with WorkNet on design features, such as signage lighting and colors, to make centers not only more accessible, but, generally, more user-friendly

Ensuring Compliance

Compliance with WIOA Section 188 and the applicable provisions of ADA are tested and documented through the following processes.

- Physical accessibility is reviewed annually by the EDD Equal Opportunity (EO) Monitoring Unit.

- Program accessibility is reviewed annually by the EDD EO Monitoring Unit.
- A designated EO Coordinator works with the State in addressing accessibility issues as expressed by the public, customers, or staff.
- The EO Coordinator works closely with co-located partners on any similar public concerns.
- OJT employers and ITA training providers are reviewed annually to ensure compliance with EO physical and program accessibility.

Staff Training to Increase Knowledge and Effectiveness

The San Joaquin County WDB and WorkNet, along with other local workforce boards in the Central Valley, have intentionally committed resources to strengthen the capacity of WIOA frontline staff and system partner representatives to serve job seekers with disabilities. Examples of these efforts have included:

- The State Department of Rehabilitation rolled out a series of training sessions for AJCC staff which provided information on fundamental approaches to service delivery for persons with disabilities, including understanding unique needs and capabilities of job seekers with a range of disabilities.
- The EO Coordinator and WDB management staff attend State EO trainings to increase their understanding of compliance mandates.
- The EO Division of the San Joaquin County Human Resource Department provides training to new employees on services for individuals with disabilities, with refresher courses provided every two years.
- Training by consultants on the development and design of services for a wide range of target groups with barriers to employment.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In the 2019 modification to the Local Plan, San Joaquin County WDB described these local level relationships, some of which were in an early stage of development. State guidance published in 2024 added requirements for two new partnerships.

The following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

In San Joaquin County, the County Human Services Agency (HSA) contracts the CalFresh Employment and Training (E&T) program to Community Partnership for Families (CPFSJ), a San Joaquin County-based non-profit organization representing neighborhood groups, faith-based organizations, schools, businesses, public and private health, and law enforcement agencies. CPFSJ manages six Family Resource Centers in Lodi, Stockton and Tracy. CPFSJ's CalFresh E&T program is branded as CPF Works.

CPF Works' overarching goal is to increase the employment and earning capacity of CalFresh recipients by maximizing their access to training, supportive services, skills, and credentials. Specifically, the project aims to: increase job placement, retention, and wages; increase CalFresh Employment & Training participation across a dynamic mix of people, communities, and cultures; increase employability by removing barriers to employment; increase skills attainment, and credentialing; and lead an efficient and effective customer-focused employment and training program.

The CPF Works program serves individuals aged 16 and older. While participation is voluntary, referrals come from HSA, community agencies (including WorkNet), or through walk ins. In addition to age, eligibility criteria include that applicants: qualify for CalFresh; are not in CalWORKs; reside in San Joaquin County; are working fewer than 30 hours a week or not employed and are motivated and committed.

Once eligibility is determined, enrolled participants are assigned to a case manager and provided with the following services:

Job Readiness: Participants will engage in job readiness workshops, which include sessions on resume writing, completing applications, and interview preparation.

Training: If it is determined that an individual requires training, CPF Works will cover tuition costs up to \$3,000 for vocational training. Participants can attend any training program through which they can obtain a recognized credential. Supportive services will also be available, as needed, to support participation in training.

Employment Assistance: Participants receive one-on-one assistance with job search and job placement. Supportive services are also available, as needed, to help them succeed in job search and placement.

Job Retention: Participants receive assistance for up to one year to retain their initial employment or to find new employment opportunities, should they lose their job or would like to explore better opportunities. Supportive services during job retention period are provided only during the first quarter of the year.

Collaboration with the Program

During the development of our 2019 modification to the PY 2017-20 Local Plan, San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the workforce system and agencies involved in delivering CalFresh E&T services. Since these initial discussions, communication and referrals have been ongoing between the CalFresh E&T program and the WDB.

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

This strategic partnership reflects the goals and objectives expressed in the State Plan. The WDB and San Joaquin County Department of Child Support Services (DCSS) collaborate in providing services to a key target population: non-custodial parents (NCPs) with child support orders, who are unemployed, underemployed or payment delinquent. This population is diverse. Some individuals are completely disconnected from the labor market, having never worked a traditional job and possessing few marketable skills. Others may be formerly incarcerated individuals, including those who are recently released and, therefore, unemployed. Still others may be English language learners, persons with disabilities, disconnected youth, or older workers. The common thread among them is their status regarding child support payments, employment, and the ability to command family supporting wages within the marketplace. Given the diversity of the population and the spectrum of support needs that exists, AJCC staff work individually with each non-custodial parent to determine appropriate career services, training, and needs for support. DCSS utilizes a range of motivational tools to support customers' participation. Among these are restoration of licenses; revisiting support orders to ensure they reflect the current circumstances of the NCP; deferring or lessening the requirement for payment during the time in which NCPs are engaged in workforce services, training

and job search; and, in specialized cases, under a compromise of arrears program, forgiving a portion of past due payments.

Collaboration with the Program

During the development of the 2019 modification to the PY 2017-20 Local Plan, San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the local workforce system and DCSS. Since those initial meetings, much has been accomplished, including, but not limited to the following:

- The San Joaquin County WDB and DCSS have entered into a Memorandum of Understanding.
- A referral process and guidance are in place (as outlined in the MOU).
- Referrals are recorded and a tracking system is in place to follow-through and report progress on referrals made.
- Procedures for co-enrollment of participants have been established.
- WDB and DCSS representatives communicate regularly, and quarterly meetings are held to provide program updates.
- WorkNet representatives have provided training on WIOA and other workforce development services to DCSS staff.

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

San Joaquin County is covered by the Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties' Local Partnership Agreement (LPA) for Competitive Integrated Employment (CIE). The parties to the agreement include: the Department of Rehabilitation (Stockton Branch, San Joaquin Valley District and Modesto Branch, San Joaquin Valley District); Valley Mountain Regional Center (Stockton, Main Office San Joaquin County, Modesto Branch Office, Stanislaus County, San Andreas Branch Office, Amador, Calaveras, Tuolumne Counties); and Local Education Agency Core Partners: Amador County Office of Education, Calaveras County Office of Education, East Valley Education Center, Lodi Unified School District Special Education Local Plan Area (SELPA), San Joaquin County SELPA, Stanislaus Academy, Stanislaus SELPA, Stockton Unified School District/SELPA, and Tuolumne County Superintendent of Schools. The WDB and the local WorkNet/AJCC system is considered a collaborative partner. The goal of the agreement is to improve CIE opportunities for individuals with intellectual or developmental disabilities.

Collaboration on the Program

During the development of our 2019 modification to the PY 2017-20 Local Plan, the San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the local workforce system and the CIE LPA partners. Early discussions were useful in helping WDB, WorkNet, and local workforce system staff better understand the goals of the State-level CIE Blueprint and the tenets of competitive integrated employment. The WDB committed its support by joining the agreement and regularly participates in LPA meetings. Within San Joaquin County, discussions regarding CIE have also been absorbed into a larger community of practice that includes the LPA core partners and other disabilities services and workforce system stakeholders. The San Joaquin County WDB has established a subcommittee on serving individuals with disabilities, which is chaired by the DOR District Administrator. As the committee's goal is to explore and identify strategies to better serve individuals with disabilities, recommendations for increasing the participation of the workforce system in developing CIE opportunities is an anticipated outcome.

Building on Existing Collaboration

The WDB will align its work, including the Students Training and Employment Program (STEP), with the LPA to create additional CIE opportunities for youth with intellectual or developmental disabilities (ID/DD). This will entail the following:

Establish a Structure for Collaboration: Collaborate with the LPA partners on the design and development of key performance indicators to measure CIE outcomes. In addition, WorkNet will collaborate with the partners in development of a streamlined and standardized referral process.

Engage With Businesses: WorkNet will build on existing relationships with business to promote the hiring of individuals with ID/DD, use of the CIE model, and benefits of working with the target population.

Prepare Youth Participants: WorkNet will enhance the current work readiness training for individuals with disabilities in the STEP program, including general soft-skills training for students entering the workforce. Increase efforts to find participants work experience opportunities with employers that are committed to hiring and integrating youth with disabilities into their work environment.

Engage with Participants' Family and the Community: WorkNet will host workshops for families to educate them on the project, available supports, and benefits planning. In addition, staff will leverage media platforms to share success stories, promote awareness, and reduce stigmas around disability employment.

Evaluate and Improve Services: Project staff will design feedback loops involving youth participants, families, and employers that will enable the project to make adjustment, as necessary. WorkNet will track and share data.

WorkNet will work closely with the LPA partners to finalize the structure and content of the program, along with establishing processes to connect WorkNet's project to the various initiatives of the CIE partners.

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

Stakeholders continue to recognize that the needs of immigrants, refugees, and individuals in the process of developing English fluency are of paramount importance to the social and economic well-being of San Joaquin County. Of the approximately 750,000 people who call the county home, nearly forty percent (40%) are Hispanic or Latino and one in every four individuals is foreign-born. In addition to Latinos, immigrants and refugees from Southeast Asia also make up a significant portion of the foreign-born population. Immigrants are vital to the economy and government, community, and business leaders agree that investments in this target population are critical to building a workforce capable of attracting a more diverse array of businesses and industries to San Joaquin County. In addition to local education agencies and the WIOA Section 167 grantee, the provider network serving immigrants in San Joaquin County includes, but is not limited to, Catholic Charities (including its Immigration Legal Services); Proyecto Esperanza (an advocacy-focused initiative of Catholic Charities); El Concilio; Social Justice Collaborative; CPFSJ; and the Southeast Asia Resource Action Center, among others.

Establishing and Developing the Partnership

During the development of our 2019 modification to the PY 2017-20 Local Plan, San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the workforce system and agencies serving ELLs, immigrants, and refugees. Since the discussions in 2019, stakeholders have continued to collaborate on the delivery of services to ELLs and the immigrant community. Services have also been streamlined, and local CBOs have been included in grant funding requests for increased services to ELL participants.

Building on Existing Collaboration

WorkNet envisions opportunities to more effectively serve the ELL and immigrant population through its WIOA programs and collaboration with local partners, by using tailored approaches to address language, cultural, and systemic barriers. Over the course of this plan, WorkNet and partners will work together to develop new service strategies and to strengthen existing ones that include the following:

Bilingual Instruction and Materials: Ensure all program materials and services are accessible in participants' native languages. WorkNet centers are staffed with multiple bilingual personnel to meet the diverse linguistic needs of participants.

Referral to Adult Education Providers: Establish a streamlined referral process to local adult education providers and utilize the WIOA Title II program for access to basic skills education, English-as-a-Second Language (ESL) classes, and civics education.

Career Pathways: Enhance collaboration with adult and community college education programs in developing career pathways for ELL's and other individuals with limited English language skills. Assist in identifying realistic, achievable career paths that have potential to offer a living wage. Ensure individuals have information about the labor market and understand requirements for their specific fields. Provide mentorship, financial, and technical access to new entrepreneurs.

Workforce Preparation Activities: Collaborate with adult education to develop and offer employment preparation classes that address workplace expectations, employee rights, financial literacy, digital literacy, and job readiness skills, that are tailored to participants' linguistic and cultural contexts.

Civics Education for Integration: Promote civics education through adult education programs to help participants more successfully integrate into their communities while simultaneously preparing for work.

Co-Enrollment Across WIOA Core Programs: Leverage partnerships across WIOA Titles I, II, III, and IV to co-enroll participants in programs such as adult education, Wagner-Peyser Employment Services, and vocational rehabilitation services to maximize available resources.

Community-Based Collaboration: Partner with community-based organizations, faith-based groups, and migrant education programs to expand outreach and enhance the delivery of tailored services to underserved populations.

Legal and Immigration Resource Access: Collaborate with organizations that provide guidance on work authorization, citizenship pathways, and other legal support to address immigration-related barriers.

Employer Partnerships for Sector-Based Training: Work with employers to develop sector-specific training programs in high-demand industries, such as healthcare, manufacturing, and agriculture, where ELL participants can excel.

Employment and Self-Sufficiency: Strengthen and broaden ongoing partnerships with employers and resource agencies to assist individuals in obtaining and maintaining permanent employment and achieving self-sufficiency.

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

WorkNet has adopted a policy ensuring priority of service for veterans that reflects federal and state requirements for WIOA programs. Working with the full range of system partners, WorkNet is committed to assisting veterans in acquiring skills that make them competitive for in-demand, well paid jobs that provide opportunities for career advancement. Protocols are in place to ensure that veterans and eligible spouses are identified upon initial engagement with staff and that they are provided opportunities to benefit from all the services that WorkNet and the workforce system partners offer.

As indicated in Section II of this Plan, San Joaquin County WDB's primary partner in providing workforce development services to veterans is EDD and its staff who are funded under the federal Jobs for Veterans State Grants (JVSG) program. EDD Veterans' services and strategies include:

- Veterans Services Navigator Services, which may consist of self-service activities, group services, or one-on-one assistance.
- JVSG Staff Support, including assistance from the Local Veterans Employment Representative or Disabled Veterans Outreach Program specialist. These services include referrals job training, vocational education, supportive services, and partner programs.
- Customized Job Search: Veterans receive support in developing resumes and in applying for job openings via CalJOBS.
- Job Fairs and Workshops: Staff assists clients in preparing for interviews and participating successfully at specialized hiring events.

Other organizations with which WorkNet collaborates in serving veterans include:

San Joaquin County Veterans Services Office: County Veterans Services provides an extensive array of support for veterans and their families, including assistance with: veteran's driver's license and license plate certification; income verification; records requests; California Tuition Fee Waiver Applications; vocational rehabilitation and education applications; emergency aid resources; housing and food resources; information on state and federal benefits; benefits counseling; and applications for VA healthcare.

San Joaquin Delta College Veterans Resource Center Services: The center serves student veterans, their dependents, those on active duty, and reservists. Staff provide assistance in utilizing VA benefits, education counseling, and support with VA work study programs.

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

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

The PY 2025-28 planning cycle marks the first time that local workforce boards and RPUs have been required to address their efforts to collaborate with partners on efforts to promote environmental sustainability in connection with workforce development service delivery and oversight. While WorkNet is currently connected to businesses, organizations, and projects that have the potential to support environmental sustainability, the four-year period represented by this plan will provide the opportunity to conduct strategic planning with system partners and stakeholders related to state, regional, and local climate goals pertaining to jobs and the economy.

WorkNet leadership envisions opportunities to accelerate its work in supporting a climate resilient economy as including initiatives such as the following:

Collaborate with Green Jobs Training Programs: Work with educational institutions, industry leaders, and training providers to develop and expand training programs for green careers, such as renewable energy, energy efficiency, sustainable construction, and waste management. A possible starting point could be engagement with San Joaquin Delta College and the Green Economy Lab's Clean Energy program to offer certifications in solar panel installation, electric vehicle maintenance, and water conservation technologies.

Implement Workforce Development Strategies with Businesses Focused on Clean Energy: Engage with local clean energy companies to identify job opportunities and skills gaps in the fields of solar, wind, biofuels, and other renewable energy sectors. Develop programs that train workers transitioning from traditional energy sectors into clean energy roles. Partner with Tesla, San Joaquin Renewables, San Joaquin Valley Clean Energy Organization (SJVCEO), PACE (Property Assessed Clean Energy), and Rising Sun Center for Opportunity.

Support for Environmentally Sustainable Businesses: Partner with local chambers of commerce, small business development centers, and economic development agencies to help businesses implement sustainable practices. Activities may include provision of workshops and resources for companies seeking to reduce carbon emissions, minimize waste, and adopt eco-friendly operations; or working with established partnerships, such as the Green Team San Joaquin through the Greater Stockton Chamber of Commerce.

Youth-Focused Sustainability Initiatives: WorkNet could collaborate with schools, non-profits, and community organizations to introduce youth to careers connected to environmental sustainability through job shadowing, internships, and summer programs. Such efforts would include highlighting green jobs as offering viable, future-focused career pathways.

Connecting Work-Based Learning Programs to Sustainability Goals: WorkNet and system partnerships could develop protocols with working with businesses to incorporate

an environmental sustainability focus into apprenticeships, internships, and other work-based learning models. Opportunities may exist to collaborate with the City of Stockton and Restore the Delta to provide hands-on training for workers in energy efficiency retrofitting or water conservation projects.

Over the next four years, WorkNet leadership anticipates that it will significantly expand its work in connection with industries and occupations that support and enhance climate resiliency and environmental sustainability. Support for WDB and WorkNet goals in this area will likely come from a range of sources, such as: WorkNet’s research and learning about the intersection of climate/environment and the labor market; coordination with efforts being led by education, economic development, and other local system partners; and involvement in regional initiatives dealing with environmental issues affecting businesses and workers throughout the entire Central Valley.

IV. WIOA TITLE I COORDINATION

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

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

While the staff has strong digital literacy skills, WorkNet recognizes that technology is consistently changing and that there will be an ongoing need for training. No less than annually, WorkNet management assesses staff needs for upgraded training and identifies where such training may be available. Likely resources or brokers for technology training are:

- WorkNet and partner staff participate in initial training on the use and functionality of the CalJOBS system. Annual training is available to assist staff in remaining current on the system and a range of supplemental online training is also available, including, but not limited to following:

General CalJOBS Training

- Introduction to CalJOBS: Layout, Navigation, and Customization
- Assisting Job Seekers Remotely: CalJOBS from an Individual's Perspective
- Building Power Users
- Go Green! CalJOBS Document Management

Individual Case Management Series

- WIOA Program Enrollment I: The WIOA Title I Application
- WIOA Program Enrollment II: Participation, Activity Codes, and Case Notes
- Making CalJOBS Work for You: Case Management Tools
- Five Helpful Case Management Reports
- Performance for Case Management I: The CalJOBS Reporting Process
- Performance for Case Management II: The Six Indicators of Performance

Employer Services Series

- Employer Services I: Creating and Managing Job Orders
- Employer Services II: Recruiting Candidates

- To meet regional needs for staff training, the Central California Workforce Collaborative (CCWC) has proven to be a vital resource. CCWC is the association of workforce boards in and around the San Joaquin Valley. Boards within the region often collaborate on procuring and organizing training that will benefit multiple local areas' staff and partners. The Regional Organizer for the San Joaquin Valley and Associated Counties Regional Planning Unit surveys local boards about topics and potential training providers.

- Workforce GPS, a training initiative of the U.S. Department of Labor Employment and Training Administration, is also a good resource for digital skills training. The initiative works to consistently remain aware of key issues affecting the national workforce development community and makes available online training on such topics.

Ongoing tutorials are available to support staff in the use of digital services. In addition, WDB leadership continues to evaluate the value and relevance of training available from sources such as the California Workforce Association and includes training needed and requested by staff as part of the annual performance evaluation process.

Staff have access to a variety of online training through the Metrix Learning licenses, which include courses in Computer Programming/Networking, Business, Accounting, Computer Applications, Customer Service, Personal Development, and more.

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

Training on cultural competence and working with individuals affected by trauma serves to make WorkNet's case management and other services stronger, more effective, and capable of addressing a broader range of participant and community needs.

Cultural Competence and its Importance to the Workforce System

Cultural competence is the ability of a person to effectively interact, work, and develop meaningful relationships with people of various cultural backgrounds. Cultural background can include the beliefs, customs, and behaviors of people from various groups. Gaining cultural competence is a lifelong process of increasing self-awareness, developing social skills and behaviors around diversity, and gaining the ability to advocate for others. It goes beyond tolerance, which implies that one is simply willing to overlook differences. Instead, it includes recognizing and respecting diversity through our words and actions in all contexts. Learning more about other cultures and being aware of current events is often key in learning about various cultural groups' points of view. When working with people from different cultural backgrounds, it can be useful to learn about their culture's practices, values, and beliefs. For example, learning about the languages spoken in their communities, child-rearing practices, or religious traditions can help us understand and interact with individuals and groups of various backgrounds.

San Joaquin County has a diverse population, including many new immigrants. Fortunately, WorkNet and most organizations that comprise the local workforce system have diverse staff who expose their colleagues to diverse cultures and help one another better understand other cultures, languages and communities. Still, more training on cultural competence will help all staff by putting the knowledge in context and using it to achieve better outcomes in providing services.

Training for Staff on Working with Individuals Having Experienced Trauma

The experience of trauma has a widespread impact on the lives of those served. Trauma can lead to or exacerbate mental illness, substance use, and physical health conditions. Even without fully realizing it, workforce system staff work every day with individuals that have experienced significant trauma. The impact of trauma is far reaching and affects every aspect of health. By implementing a trauma-informed approach to service delivery, staff can improve the effectiveness of services and the quality of participant outcomes.

Implementing Training

Trauma-informed and trauma-focused training that is made available to system staff addresses:

- Safety: When someone is new to the center, orient the customer to critical locations. Conversations should be kept private by using private space. When completing intake, make certain that customers understand how to express concerns and complaints.
- Trustworthiness: Follow up on what is promised. Build Boundaries. Don't blur lines of professional relationships.
- Choice: Give customers choices. Plans must represent the customer.
- Collaboration: Help to create opportunities by working with the customer and allied partners programs.

The following trauma-related themes are addressed in training:

- Realize that trauma is real for the person experiencing it.
- Recognize the signs of trauma and exercise mindfulness in interactions with customers.
- Respond to the signs and explain the process of addressing it. Don't assume that customers understand.
- Resist making the customer tell the story repeatedly. It requires reliving the trauma.

C. Coordination of Rapid Response and Layoff Aversion Activities

Rapid Response activities are coordinated with the local boards that are members of the Central Valley Industry Engagement Roundtable and through the Bay Area Rapid Response Roundtable. These groups respond to major business dislocation events, which affect San Joaquin County. Lay-off Aversion activities are provided by the

economic development arm of the San Joaquin County Employment and Economic Development Department (EEDD), which is also home to WorkNet and the WDB.

Rapid Response Function

When a Worker Adjustment and Retraining Notification Act (WARN) notice is issued, WorkNet staff immediately contact the business to arrange deployment of services to affected workers. EDD representatives are a critical partner in this process. Orientations are scheduled with workers, which, generally, take place at the worksite. These events are used to provide workers with information on UI requirements and processes; labor market and workforce system information, including the availability of WIOA and partner services through the AJCCs; and the availability of retraining programs.

Often, following Rapid Response orientations, WorkNet will organize job fairs with businesses seeking workers with comparable job classifications and skills to those who were displaced. The primary objective is to coordinate job interviews and rehiring efforts to minimize unemployment.

When a Rapid Response activity takes place, WorkNet's Rapid Response Team gathers pertinent information using Dunn & Bradstreet (D&B) financial stress scores to facilitate the rapid reemployment of potentially displaced workers into other employment opportunities. This minimizes the impact of the displacement on affected workers, their families, and the communities in which they live.

Lay-Off Aversion Activities

Layoff aversion entails a comprehensive approach that makes use of on-going business engagement, networking, and a revolving loan fund, in addition to other workforce development system resources and strategies.

Engagement with Local Businesses

San Joaquin County's economic development team maintains ongoing engagement, partnership, and relationship-building activities with businesses, which helps companies understand the resources that are available to promote stability, fuel growth, and avert reductions in staff. Such engagement includes assessment of business needs, which helps to identify businesses in distress. Staff collaborate with business-focused organizations to assess risks to companies, propose strategies to address those risks, implement services, and measure impacts of services delivered. Staff or partners may conduct feasibility studies to determine if a company's operations could be sustained through a buyout or other means to avoid closure or workforce reductions. If worker dislocation does occur, these relationships enable rapid assistance to employers in managing reductions in force.

Networking within The Business Community

The networking capacity of county economic development staff is significantly enhanced through involvement with Business Team San Joaquin (BTSJ), which was established to support the retention, expansion, and growth of business throughout the county. BTSJ is a collaborative effort to support businesses and provide assistance to help them grow and prosper. It is made up of committed economic development professionals, service organizations, and business leaders who can provide assistance to companies needing support. BTSJ facilitates access to and delivery of services that promote business growth and development, as well as retention of local businesses and layoff aversion. Its membership includes, but is not limited to, chambers of commerce, municipal and county economic development staff, private economic development organizations; community service organizations; educational institutions; and business and industry associations.

San Joaquin County Revolving Loan Fund

San Joaquin County's Revolving Loan Fund (RLF) program was established to support job preservation and job creation by promoting business development, expansion, and retention. It is intended to stimulate employment and economic opportunities for small businesses. The majority of the RLF loan activity has been related to layoff aversion efforts, and results have included business growth and job creation.

Emerging Strategies

As WorkNet strives to work with economic development to avert layoffs, it remains open to new strategies and approaches. Promising practices include:

- Greater use of incumbent worker training models or other approaches to increase the skills of workers.
- Connecting companies to short-time compensation or other programs designed to prevent layoffs or to quickly reemploy dislocated workers; business loan programs for employee skill upgrading; and other federal, state and local resources address that other an array of business needs.

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

The San Joaquin County Workforce Development Board's One-Stop/AJCC system, which operates as San Joaquin County WorkNet, includes one comprehensive one-stop center and four affiliate centers. In addition, there are several WorkNet "entry points" at strategic partner locations throughout the county that provide access to the system through information and referrals.

Comprehensive America's Job Center of California/WorkNet Center

WorkNet's comprehensive AJCC in Stockton has earned both baseline and "Indicator Assessment" certification and has developed a structured continuous improvement plan. Co-located partner programs at the comprehensive center include: all WIOA Title I

programs; EDD's WIOA Title III Wagner-Peyser, veterans' employment, YEOP, and Migrant and Seasonal Farmworker programs; the Older Americans Act Title V program; and the San Joaquin County HSA's CalWORKs programs. Other WIOA-mandated one-stop partners operating at the center on a part-time or by-appointment basis include, but are not limited to, Job Corps and DOR. The comprehensive center is also the home to the San Joaquin County Economic Development Center, the Economic Development Association, the San Joaquin County Revolving Loan Fund Board, the Northern California Asian Chamber of Commerce Small Business Development Center (SBDC), and Business Team San Joaquin, an association of 65 agencies dedicated to the delivery of services to business organizations to promote business development, expansion, and retention. Through the center, business partners have easy access to the workforce system partners and a variety of other resources, programs, and services.

Affiliate AJCCs

By connecting to the Comprehensive WorkNet Center, the four affiliate centers are able to deliver all services that are available at the main Stockton site. On an as-needed basis, the Comprehensive WorkNet Center is able to support the delivery of services through affiliate sites by deploying, performing, or otherwise making available: additional staff; workshops and customer orientation; career service workshops; intake and certification; employer outreach and job fairs; rapid response team activities; and business and employer services.

The Comprehensive Center also can support affiliate sites by assigning staff on a regular basis to perform the following program activities: regularly scheduled customer workshops; business outreach and developing OJT contracts and work experience opportunities; providing case management to participants; and conducting assessment and developing IEPs.

Customers of the affiliate sites can also access the services of the comprehensive AJCC through the website and teleconference sessions. Staff development training and WorkNet Center Partnership meetings are conducted online to enable access by Affiliate WorkNet Center staff.

The Lodi WorkNet Center is managed by San Joaquin County WDB staff, serves North San Joaquin County residents, and is in the process of being relocated.

The Manteca WorkNet Center is managed by the Manteca Adult School. Through this unique partnership, the Adult School refers job-ready students to the WIOA program for assistance with books and supplies and job placement. WIOA staff are also able to refer customers who are basic skills deficient or want to enroll in the Adult School's GED program.

The Delta College WorkNet Center is managed by San Joaquin Delta Community College. Partner services offered onsite include the full range of WorkNet services, and access to the college's CTE programs. The focus of this center is to assist students

wanting to begin vocational training provided by the college and to support students already enrolled in college, who need assistance that WorkNet can provide.

The Tracy WorkNet Center is managed by San Joaquin County WDB staff and serves South San Joaquin County residents.

The WorkNet system has implemented a variety of virtual services that include web-based orientation, career exploration, and access to partner services. Electronic forms and signatures are now commonly used. Expansion of virtual service delivery remains a priority for the WorkNet centers.

Adult and Dislocated Worker Services

Through the WorkNet Centers, the San Joaquin County WDB makes all WIOA Title I basic career services available to the public. These include:

- Orientation
- Job listings (CalJOBS, Independent Internet Job Search)
- Center services (telephones, copiers, fax machines, printers, computers for job search purposes)
- Labor Market Information (employment rates, projected wages, skill requirements)
- Information about education and training providers and performance (including approved educational institutions in our area that provide training for specific careers)
- Initial Assessment and Career Planning Tools
- Information and Referral to community agencies for other resources
- Information and assistance with financial aid, unemployment insurance and other partner program referrals and eligibility.
- Access to free training platforms is also available including Typing, Microsoft Application, and the Prologis training platform, which offers soft skills, and TDL (Transportation, Distribution, and Logistics) occupation training.
- Each co-located partner provides basic services to customers including unemployment claim assistance, veterans' services, employment/training referrals for individuals with disabilities, older workers, and at-risk youth.

For those who meet eligibility requirements and are need of additional support, individualized career services are available, such as:

- Comprehensive and specialized assessments of skill levels and service needs, which may include diagnostic testing and use of other assessment tools; and in-depth interviews and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan (IEP), to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals;
- Group and/or individual counseling;
- Career planning;

- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal care skills, and professional conduct;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- Adult education and literacy activities.

Training Services for Adults and Dislocated Workers

For most WorkNet customers, the use of Individual Training Accounts (ITAs) for off-the-shelf, approved courses/programs is the most responsive and preferred method of training. Training services are provided in a manner that maximizes customer choice for both career goals and selection of eligible providers. The Eligible Training Provider List (ETPL) provides information about schools, labor market information, and programs' alignment with industry. After assessment and consultation with a career counselor, customers seeking training services may select a training provider. Arrangement for the payment of such services is provided through ITAs.

Training contracts are typically used for OJT. Should there be a demand for customized training, entrepreneurial training, or sector/occupational cohort training, the County would properly procure these services.

Priority of Service

The San Joaquin County WDB has implemented a policy and procedures directive (PPD) which provides guidance for staff and establishes procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient that are served by WIOA Title I Adult Program funds. The local directive follows guidelines expressed in State Workforce Services Directives WSD24-06 and WSD24-15. The PPD ensures that a minimum of 51% of all WIOA-enrolled adults meet one or more of the following categories for priority of service: receiving public assistance; other low-income; basic skills deficient; or meeting veterans' criteria. Current policies and procedures are available on the WorkNet website.

Focus on Individuals with Barriers to Employment

The vast majority of individuals served by San Joaquin County's WIOA Title I programs are individuals with one or more major barriers to employment. Through intensive assessment and one-on-one planning, services are customized to meet the unique needs of each participant. In addition, the WDB and WorkNet regularly pursue initiatives that are aimed at meeting the needs of various vulnerable populations. Examples include the following:

English Language Learners and Basic Skills Deficient Adults: Staff works closely with WIOA Title II partners to establish career paths for individuals who are English language learners or are basic skills deficient. Regular meetings are held by Delta Sierra Adult Education Alliance, which is comprised of local adult schools, the community college, and partner agencies, such as the WDB, which serve the same target groups. Through this collaborative, a transportation-distribution-logistics (TDL) program was developed. In-class instruction is provided by the adult schools in Manteca, Tracy, and Stockton. WIOA Title I staff is responsible for assisting with placement and, for those who were eligible for WIOA, OJT contracts are executed with businesses that could enhance learning via hands-on training. Through this collaborative, Prologis, a local business, reached out to the WDB asking to collaborate on the development of a platform that would provide training online, followed by hands-on training through an OJT with the company. Prologis secured funding, established the online training, and prepares new workers for businesses that are tenants in its warehousing facilities. This year, the collaborative will continue to work together to further career paths for TDL. The goal is to identify business needs, outline career paths reflecting these needs, delineate training content, and identify the organization(s) that would provide training.

Using WIOA Title I formula funds and various state discretionary and private foundation grants, WorkNet also provides specialized services for disconnected youth, justice involved individuals, farmworkers, and individuals with intellectual or developmental disabilities.

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

The San Joaquin County WDB's WIOA Title I Youth Program meets all federal and state requirements, including making required service elements available to all participants. The WDB works collaboratively with partner organizations throughout the county to integrate a broad range of youth-serving programs and initiatives into a comprehensive youth service strategy for San Joaquin County. This approach supplements funding available under the WIOA Youth Program. Together, the WDB, local educational agencies, community and faith-based organizations, law enforcement, local cities, businesses, and others ensure a robust set of workforce development services is accessible to youth and young adults throughout the county.

Youth Program Services

The WDB is committed to making activities available that enable young adults to be work-ready and prepared for their future. Services provided to WIOA Youth program participants help them gain access to opportunities for work-based learning, earn industry-recognized credentials, and enter employment in demand occupations. The programs help disconnected youth navigate between the educational and workforce systems. With the Youth Program primarily focused on serving out-of-school youth, WorkNet ensures that services are available at WorkNet centers which are widely recognized as providing assistance to job seekers.

San Joaquin County WDB's WIOA Youth Program provides all 14 mandatory WIOA Youth Program elements including the following:

- Tutoring, study skills training and instruction leading to secondary school completion or attainment of an equivalency credential
- Alternative education
- Paid work experience
- Occupational skills training
- Education offered concurrently with workforce preparation
- Leadership development opportunities
- Supportive services
- Adult mentoring
- Follow-up services
- Comprehensive guidance and counseling
- Financial literacy education
- Entrepreneurial skills training
- Services that provide labor market information
- Postsecondary preparation and transition activities

Program staff work in conjunction with representatives of local community organizations to provide numerous workforce development activities to WIOA-eligible youth and to increase participant employability and skill levels. An Individual Service Strategy is developed for each participant and serves as a roadmap for the services to be provided. Each youth receives one-on-one guidance and support from a Case Manager. Job Developers establish work sites, in both public agencies and private businesses, to provide eligible youth with paid work experience opportunities that promote their development of work readiness skills and familiarity with the world of work.

Connecting Youth to the Network of AJCCs

Youth are invited to utilize WorkNet resources for job search, career exploration, and other services that prepare them for jobs and careers. The AJCCs provide a variety of employment and training services for youth and young adults, such as:

- Orientation to the full range of workforce and training services available throughout the county;
- Employability skills workshops;
- Techniques for completing job applications;
- Strategies for job interview preparation;
- Instruction on developing an effective resume;
- Access to job listings;
- Support services to enable program participation and eliminate barriers to employment; and
- Career exploration resources

Additionally, the WorkNet Center in Stockton features dedicated space for youth and young adults, with services tailored to their unique needs and goals.

Services for Youth with Disabilities

WorkNet's WIOA Youth Program ensures that participants with disabilities have access to the same comprehensive range of services as all other youth participants. For those who are attending school, modifications and accommodations are provided as outlined in the student's Individual Education Plan. Youth with disabilities are often co-enrolled in complementary programs and services, such as WorkAbility, CaPROMISE, and the Students Training and Employment Program (STEP), which is funded by the State Department of Rehabilitation. STEP offers youth with disabilities job readiness training and work experience aligned with their career interests and goals. This STEP program is available at all WorkNet centers.

Youth Workforce Initiatives and Programs

The WDB functions as a convener of youth service agencies in San Joaquin County. By leveraging resources across a wide range of organizations, the system partners deliver a variety of high impact services. WorkNet also collaborates with adult schools to create pathways between CTE programs and graduating seniors interested in vocational training. Current collaborations include:

- Manteca Adult School, which offers training programs in Welding, Advanced Manufacturing, and Transportation, Distribution, and Logistics (TDL).
- Lodi Adult School, which provides programs that prepare students for entry-level positions in healthcare, including CNA, Medical Assistant, and Home Health Aide certifications.

Additionally, the WDB is working with Stockton Unified School District to provide graduating students with information on career pathways and CTE programs, helping to bridge the gap between education and workforce opportunities.

The WDB also collaborates with the San Joaquin County Office of Education (SJCOE) on two impactful programs: YouthBuild and Come Back Kids.

- The YouthBuild Program: YouthBuild helps youth earn a high school diploma through the Building Futures Academy while providing hands-on training in construction and other high-demand career pathways, equipping them with valuable skills for the workforce.
- The Come Back Kids Program offers young adults a flexible, online option to earn a high school diploma, accommodating their unique schedules and responsibilities.

Both programs focus on skill development, work readiness, and career exploration, empowering participants to achieve their educational and professional aspirations. These initiatives reflect the WDB's commitment to empowering youth with the skills and resources needed to succeed in their careers and contribute to the community.

The WDB also works closely with youth programs administered by partners, including the Youth Employment Opportunities Program (YEOP). The program is a collaboration of individuals and organizations dedicated to providing accurate, timely, and empowering information to youth in connection with job search and career development activities. The program is administered by EDD and includes activities and initiatives that support increased youth employability.

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

San Joaquin County EEDD, the home agency for the Workforce Development Board, is the entity responsible for the disbursal of grant funds. The authority is documented, having been publicly approved by the San Joaquin County WDB and the San Joaquin County Board of Supervisors as an action item on their respective agendas.

The San Joaquin County Purchasing Department manages all competitive procurements for the programs overseen by the WDB. The award of sub-grants and contracts occurs following the completion of a procurement process and approval of funding recommendations by the WDB and the San Joaquin County Board of Supervisors. Competitive procurement of WIOA funds is conducted as needed to support workforce services operations.

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

The San Joaquin County WDB is in compliance with all federal and state guidance regarding the AJCC Operator (referred to by WIOA as the one-stop operator or "OSO") and career services provider functions.

Fulfilling the AJCC Operator Function

One-Stop Operator services have been competitively procured, and a contract has been executed. A subregion (four local areas) of the SJVAC RPU collaborated on the procurement and one Local Board took responsibility for the process and for overseeing a master agreement with the selected contractor, Beaudette Consulting, Inc.

Three major roles and duties of the One-Stop Operator are to:

1. Facilitate collaboration and cooperation among local one-stop system partners within the AJCC and the local workforce development area;
2. Validate and ensure that partner organizations adhere to the requirements of the negotiated one-stop MOU regarding collaboration and providing infrastructure and operations contributions, as required by WIOA legislation; and
3. Act as a liaison between the WDB and the partners.

Specifically excluded from the OSO functions are the following responsibilities and tasks: convening system stakeholders to assist in the development of the local plan; preparing and submitting the local plan; oversight of its own work; managing or significantly participating in the competitive selection process for one-stop operators; selecting or terminating one-stop operator, career services, and youth providers; negotiating local performance accountability measures; and developing and submitting a budget for activities of the local board.

WIOA Adult and Dislocated Worker Service Provider

The San Joaquin County Workforce Development Board has received approval from the California Workforce Development Board and EDD to function as and fulfill the duties of the career services provider for the WIOA Title I Adult and Dislocated Worker Programs. The WDB, through its WorkNet Centers, has been providing these services for decades. The workforce development knowledge, skills, and experience of the WorkNet team is unparalleled in the area.

V. PROGRAM YEAR 2025-28 SYSTEM PRIORITIES

San Joaquin County WDB and WorkNet leadership recognize that the Local Plan does not focus exclusively on the WIOA Title I programs that it administers but describes the services of and relationships among a wide array of workforce development system partners and stakeholders. As such, WorkNet was committed to gathering input on workforce development priorities and strategies from a broad range of organizations and individuals. As described in Attachment I, two public input sessions were held to address key issues affecting the delivery of services to job seekers and businesses and ways in which the system partners can collaborate more effectively.

Several themes emerged during the community engagement process described above. The priorities summarized below capture key issues, ideas, and recommendations expressed during the community input sessions. These ten priority areas will be addressed by the WDB, WorkNet leadership, and partner representatives throughout the four-year period covered by this plan.

A. **Customize Training and Services to Meet the Needs of Business**

Increasingly, business customers seeking workforce development services require customized support to meet the challenges of recruiting, screening, interviewing, onboarding, training, evaluating, and retaining skilled and productive workers. WorkNet and the workforce system partners should approach customization of services for businesses in much the same way as it is done for job seekers, with a unique service plan being developed that addresses key issues, challenges, and service needs.

B. **Consult with Business on Workforce and Labor Market Issues**

Workforce system partners working with the business community often take a transactional approach to the delivery of services by providing them in direct response to specific requests from businesses. However, many companies could benefit from additional needs assessment, consultation, and advice regarding development of their workforce.

C. **Teach Businesses to Be Trainers**

While WorkNet has many resources available to support work-based learning, businesses may be hesitant to take advantage of such programs due to their inexperience acting in the role of trainer. WorkNet should develop protocols to promote businesses' understanding of work-based learning models and develop resources that instruct companies on how to effectively train new and existing workers on the job.

D. **Adopt Creative Approaches to Business Outreach**

Even after decades of supporting local businesses' hiring and training goals, many local enterprises remain unaware of these services. WorkNet and the workforce system partners should examine opportunities to communicate effectively with the business community. Such methods should leverage social media and web-based information in new ways, which could include strategies such as an ongoing series of "what's new for business" informational videos.

E. Address Job Retention as a Business and Job Seeker Strategy

Businesses are experiencing rapid turnover of workers at unprecedented levels. The cost of such turnover is significant, considering investments that businesses make to recruit, hire, orient, and train new workers. However, as workforce system professionals are essential in connecting workers to jobs, they are uniquely positioned to advise both job seekers and business representatives on the advantages of job retention and strategies to promote workers' longevity with companies that hire them.

F. Prepare Job Candidates for Workplace Requirements

With the disruption to business operations that occurred during the pandemic and fewer job opportunities generally available to high school age youth, many young workers require intensive support in preparing for the requirements and rigors of the workplace. The workforce system partners should update and revise strategies to familiarize new workers about behaviors, attitudes, and interpersonal skills required by employers. Additional preparation in terms of candidates' labor market research and participation in mock interviews is also needed.

G. Focus on "Upskill" Training for Existing Workforce

New technologies, increased competition, and a smaller pool of job candidates are all contributing to the businesses' needs to upskill their existing workforce. WorkNet and the system partners should expand their capacity to provide training to increase the skills of workers. In addition, education partners should identify opportunities to make training more widely available in non-traditional formats (e.g. online, open-ended, nights, weekends) for working individuals interested in acquiring new skills.

H. Youth Programs Should Emphasize Business Communication Skills

Many local employers find that younger workers have difficulty communicating in work environments. Such workers may face challenges in using appropriate language and terminology, communicating clearly, dealing with customers, or communicating in writing. WorkNet and partner services should include content that addresses the importance of effective communication and that builds job candidates' competency in workplace communication skills.

I. System Partners Should Identify Opportunities to Create Short-Term Training and Stackable Credentials

Many job seekers, including younger individuals, express that they are not interested in earning a degree or participating in lengthy training programs. Rather, they prefer shorter programs they will enable them to qualify for in-demand jobs and that would allow for future training to supplement their skills. The workforce system partners should make available short-term training programs that could be combined with follow-up training that produces stackable credentials.

J. Focus on Creating Pathways to Good Jobs and Careers

The workforce system's focus on placement of participants in jobs is appropriate. Most individuals seeking services do so based on their need to work and earn a living. However, all WorkNet and system partner services should be viewed as investments in job seekers. Therefore, all customers, even those who are simply looking for work, should be provided with services that prepare them for advancement along a career pathway.

VI. ATTACHMENTS

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2025-28 Local Plan, the San Joaquin County WDB hosted two community and stakeholder forums focused on topics affecting strategies and services across the system. These forums include:

1. Priorities for Developing the Local Workforce:

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

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

This forum was held in person at the WorkNet Center in Stockton on October 9, 2024.

2. Supporting Local Businesses’ Workforce Development Goals:

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

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

This forum was held in person at the WorkNet Center in Stockton on November 18, 2024.

Local Plan Stakeholder and Community Engagement Outreach

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Emails sent with Save the Date information,	Board of Supervisors Business Community	Attendees below participated in 1-to-1	All the partners were engaged in the

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<p>Reminder Emails, Flyers, and Reminders of Upcoming Events were shared at public meetings. Partner organizations also promoted the Local Plan forums with their participants and other organizations.</p>	<p>CalFresh/SNAP Providers Community Partnership for Families Chambers of Commerce Childcare Service Providers Community Based Organizations Community Leaders Department of Child Support Services Department of Rehabilitation Economic Development Associations Employment Development Department (EDD) English Language Learners Organizations Healthcare Organizations Justice Involved Organizations Labor Organizations Members of the Public Municipalities Organizations including Adult Schools, Community Colleges, State 4-Year Universities, Private Colleges Revolving Loan Fund Board San Joaquin Partnership</p>	<p>discussions with the WDB. Back 2 Work Butte County Office of Education CalWORKs City of Lathrop City of Tracy Community Partnership for Families Delta Sierra Adult Education Alliance Economic Development Association Employment Development Department (EDD) Workforce Services Branch Empowering Marginalized Asian Communities - EMAC Stockton Five Keys Groupsync 365 Healthforce Partners Members of the Public San Joaquin Council of Governments San Joaquin County Board of Supervisors San Joaquin County Department of Child Support Services San Joaquin County Office of Education San Joaquin County Workforce Development Board San Joaquin Delta College San Joaquin Partnership Small Business Development Center State Department of Rehabilitation Stockton Adult School Stockton Symphony</p>	<p>planning process as referenced in Attachment 1 – Stakeholder and Community Engagement Summary.</p>

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
		Tracy Chamber of Commerce	

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

1.	From:	Date:
Comment:		

2.	From:	Date:
Comment:		

(Placeholder – To be finalized at conclusion of public comment period) No public comments were received during the 30-day public comment period for the PY 21-24 Local Plan.

SIGNATURE PAGE

The following signatures represent approval of the Local Plan by San Joaquin County Workforce Development Board and the Chief Elected Official for the San Joaquin County Local Workforce Area

For the **Workforce Development Board**

Diane Vigil, Chair	Date

For the **San Joaquin County Board of Supervisors**

Paul Canepa, Chair	Date

San Joaquin Valley & Associated Counties Regional Planning Unit

REGIONAL PLAN



2025 - 2028

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I. INTRODUCTION AND OVERVIEW

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

A. Workforce Innovation and Opportunity Act

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

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

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

B. Regional Plans and the WIOA Planning Structure

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

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

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

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

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

C. California's Strategic Workforce Priorities

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

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

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

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

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

D. Overview of the SJVAC RPU and the Region

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

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

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

E. Guiding Principles

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

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

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

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

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

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

F. Approach to and Context for Plan Development

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

Potential Challenges

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

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

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

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

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

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

Key Opportunities

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

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

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

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

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

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

G. Program Year 2025-28 Regional System Priorities

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

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

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

II. ANALYTICAL OVERVIEW OF THE REGION

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

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

Data Analysis Methodology

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

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

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

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

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

Overview

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

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

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

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

A. Analysis of Employment and Unemployment Data

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

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

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

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

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

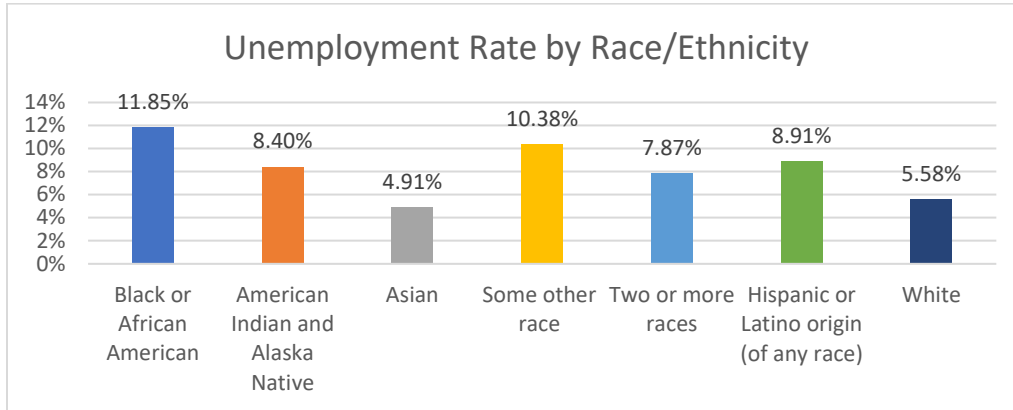
Source: Employment Development Department

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

A Closer Look at Unemployment Rates – Race/Ethnicity

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

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



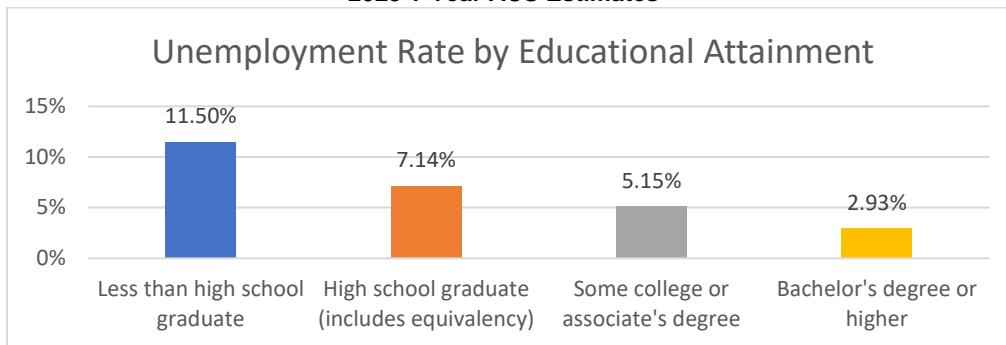
Source: ACS 1-Year Estimates, S2301 Employment Status. Does not include Mono/Inyo counties. County populations are too small to have accurate estimates for 1-Year Estimates

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

A Closer Look at Unemployment Rates – Educational Attainment

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

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



Source: ACS 1-Year Estimates, S2301 Employment Status

Labor Force Participation

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

Table 3
Labor Force Participation - ACS 1-Year Estimates

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

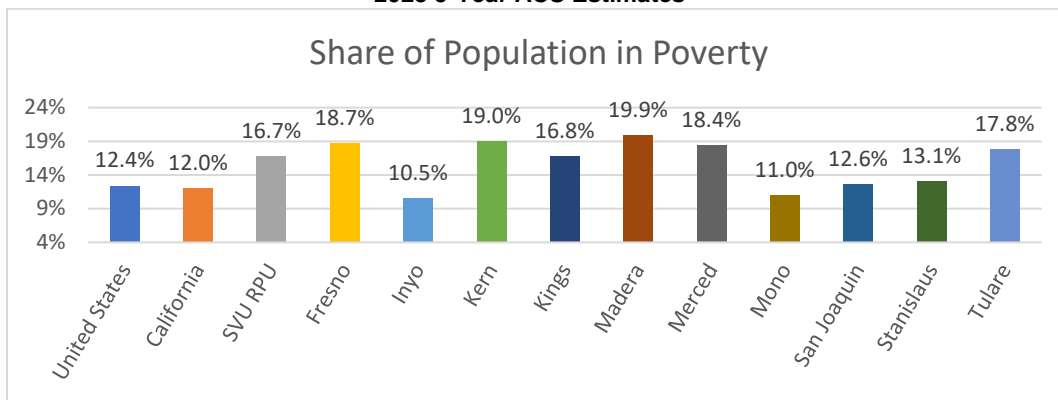
Source: 2023 ACS 1-Year estimates, S2301 Employment Status

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

Poverty in the Region

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

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

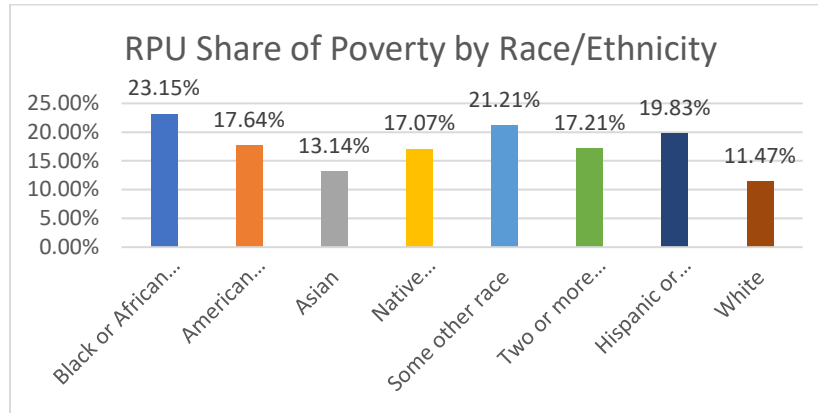


Source: ACS 5-Year Estimates, S1701 Poverty Status in the Past 12 Months

A Closer Look at Poverty – Race/Ethnicity

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

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

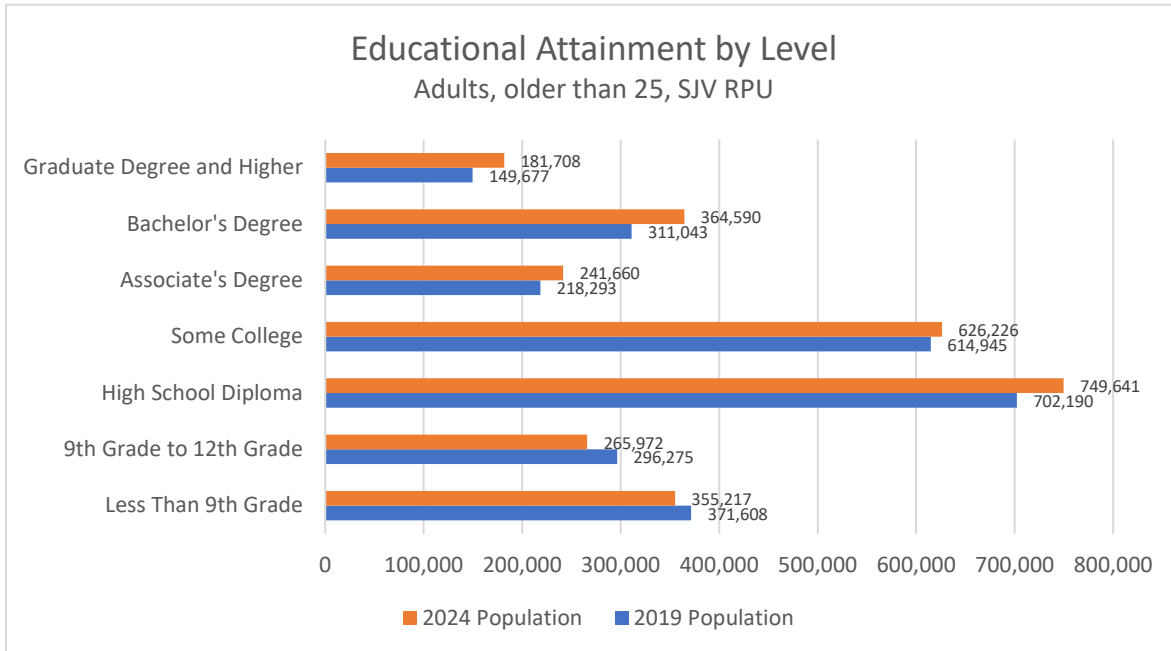


Source: ACS 1-Year Estimates, S1701 Poverty Status in the Past 12 Months

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

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

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



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

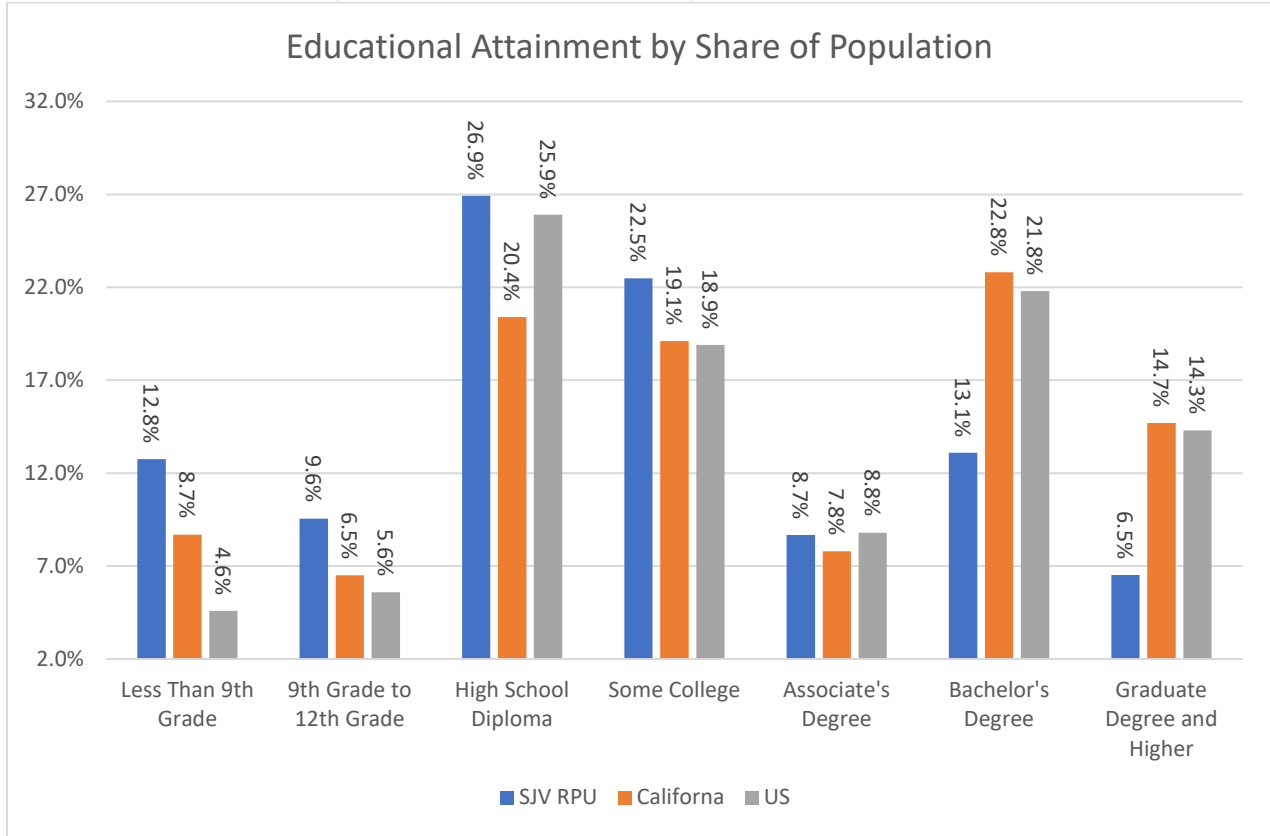
Educational Attainment – Missed Opportunities

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

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

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

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

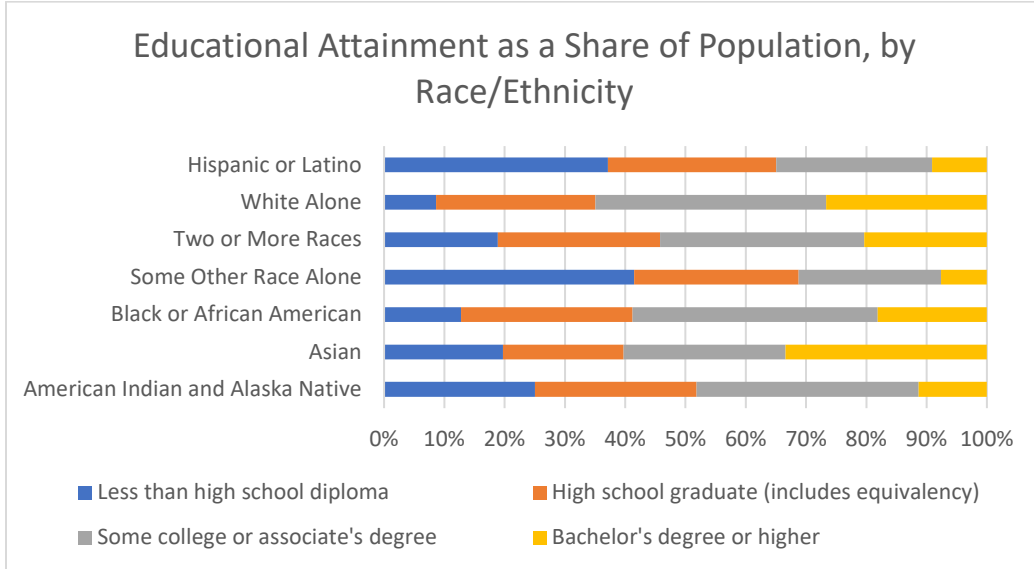


Source: EDD RPU Data Portal, Educational Attainment

A Closer Look at Educational Attainment – Race/Ethnicity

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

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

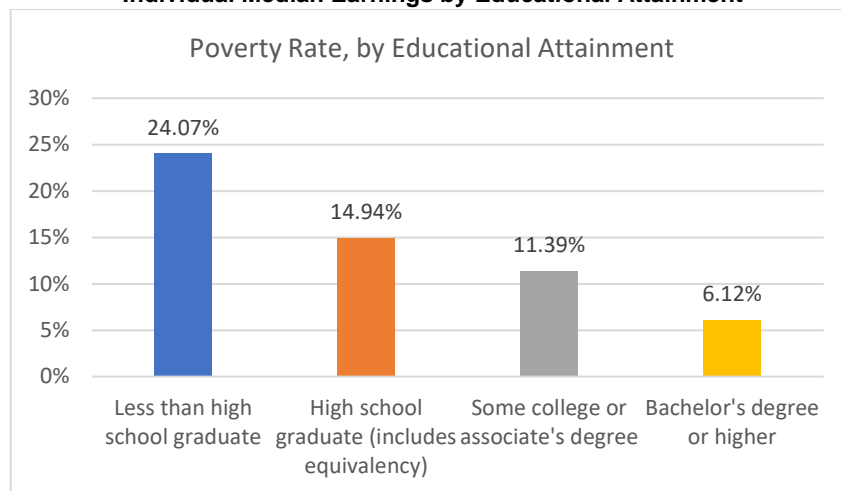


Source: EDD RPU Data Portal, Race/Ethnicity

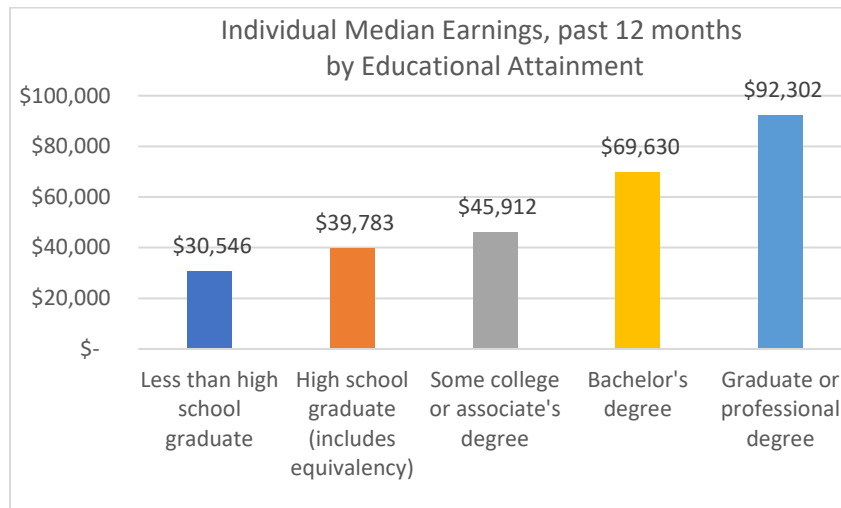
A Closer Look at Educational Attainment – The Key Antipoverty Program

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

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



ACS 1-Year Data (2023)



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

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

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

Industry Sector Growth

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

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

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

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

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

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

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

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

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

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

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

Source: U.S. Bureau of Economic Analysis

Industry Sector Losses

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

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

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

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

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

TABLE 8

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

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

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

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

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

Occupational Gains

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

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

TABLE 9

2019-2024 Growth for Occupational Data in San Joaquin RPU

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

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

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

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

Occupational Losses

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

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

TABLE 10

Five-Year Losses for Occupational Data in San Joaquin RPU

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

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

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

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

III. REGIONAL INDICATORS

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

Regions must choose at least two of the following indicators:

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

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

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

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

A. Regional Indicators and Associated Metrics

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

B. Impact of Indicators and Metrics on Service Delivery

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

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

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

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

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

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

IV. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

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

A. In-Demand Industry Sectors for the Region

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

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

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

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

Regional Labor Market Conditions

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

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

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

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

Economic Growth and Incomes

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

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

B. Sector and Related Industry-Focused Initiatives

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

Healthforce Partners - Healthcare

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

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

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

Tulare - Kings Health Care Partnership – Healthcare

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

EMS Corp – Healthcare

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

South Valley Industrial Collaborative - Manufacturing

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

Tulare - Kings College and Career Collaborative – Multiple Industries

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

Tulare-Kings TRAIN – Multiple Industries

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

Fresno-Madera K-16 Collaborative

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

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

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

Central San Joaquin Valley K-16 Partnership

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

Biomethane Production – Green Energy

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

Carbon Capture and Sequestration Project

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

The Good Jobs Challenge

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

Valley Build – Construction

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

Central Valley Forestry Corps

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

Inland Ports Initiative

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

Fresno-Merced Future of Food (F3)

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

UC Merced Water Systems Management Lab Project

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

Stanislaus 2030 – Multiple Industries

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

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

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

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

Regional Equity and Recovery Partnerships (RERP)

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

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

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

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

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

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

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

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

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

C. Strategies to Communicate with Regional Employers

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

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

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

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

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

V. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

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

A. Working with Businesses that Provide Quality Jobs

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

High Road Jobs Strategy

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

Focus on Career Pathways

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

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

Promoting Job Quality

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

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

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

This definition of Good Jobs includes:

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

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

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

B. Shared Target Populations and Targeted Service Strategies

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

Shared Populations

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

Targeted Service Strategies

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

VI. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

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

Opportunities for Building a Climate Resilient Economy and Workforce

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

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

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

Key activities for state and local partners will include:

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

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

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

SJV Clean Energy Objectives

Objectives		Potential Outcomes
Equity	Help those who least benefit from the current economy	<ul style="list-style-type: none"> • Advance diversity, equity, inclusion, and accessibility • Embed environmental justice & Justice40²³ principles • Create local wealth • Construct an economy that benefits everyone in some way
High Road Jobs	Create quality jobs that stay in the Valley	<ul style="list-style-type: none"> • Ensure sustainable, long-term jobs with investment in workforce and professional development and training programs • Create quality jobs that provide a living wage and benefits, such as health care and retirement
Wealth Creation	Attract business and investment to the Valley	<ul style="list-style-type: none"> • Increase the number of entrepreneurs and business headquarters in the Valley • Attract private investment and Intellectual capital • Invest in workforce development and training so local residents can access high-road jobs
Health	Result in cleaner environments	<ul style="list-style-type: none"> • Projects result in cleaner air, with the reduction of local fossil fuel consumption, and cleaner water • Consider including additional recreational facilities in negotiated community benefits
Builds Upon Existing Assets	Complement existing SJV industries and build upon existing infrastructure	<ul style="list-style-type: none"> • Complement ongoing local initiatives and infrastructure projects in both industrialized and rural communities (civil, physical, educational, etc.)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

VII. ACCESS AND ECONOMIC JUSTICE

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

Promoting Equal Access

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

Workforce System Commitment to Access

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

VIII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

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

A. Regional Service Strategies

Regional agreements, strategies, and initiatives include the following:

Central California Workforce Collaborative Regional Agreement

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

Central Valley Industry Engagement Roundtable

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

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

Regional and Sub-Regional Grants

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

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

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

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

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

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

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

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

Regional Scaling of Local Models

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

The Regional Organizer Function

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

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

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

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

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

B. Regional Administrative Cost Arrangements

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

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

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

IX. PROGRAM YEAR 2025-28 REGIONAL SYSTEM PRIORITIES

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

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

1. Focus on Key Industries

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

2. Support Businesses in Managing Change

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

3. Engage Business in the Design and Delivery of Training

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

4. Address Climate Impacts on Economy and Work

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

5. Identify and Train the Workforce in Core Employability Skills

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

6. Prepare Youth and Young Adults for Careers

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

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

7. Recognize Changes in Worker Priorities

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

8. Leverage Under-Resourced Workers

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

9. Bring Services to Communities

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

10. Expand Collaboration

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

X. ATTACHMENTS

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

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

Opportunities and Challenges for the Workforce Development System:

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

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

This forum was held in-person on two occasions:

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

The Changing landscape of Jobs and the Economy:

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

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

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

Regional Plan Stakeholder and Community Engagement Outreach

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

PUBLIC COMMENTS THAT DISAGREE WITH THE Program Year 2021-24 REGIONAL PLAN
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

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

SIGNATURE PAGE

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

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

Name, Chairperson	Date

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

SIGNATURE PAGE (cont.)

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

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

Name, Title	Date

COMMITTEE REPORTS

**Executive Committee
Youth Council
Apprenticeship Committee**

INFORMATION ITEM #1

WORKNET CENTER CUSTOMER SERVICE SURVEY

DATE: March 26, 2025

INFORMATION ITEM: 1

TO: Workforce Development Board

FROM: Patricia Virgen, Executive Director

SUBJECT: WORKNET CENTER CUSTOMER SERVICE SURVEY

I. SUMMARY: The following is a summary of the information item.

1. WorkNet Center Customer Service Survey

The WorkNet Center Customer Service Survey is a continuous improvement tool designed to collect information and feedback from customers.

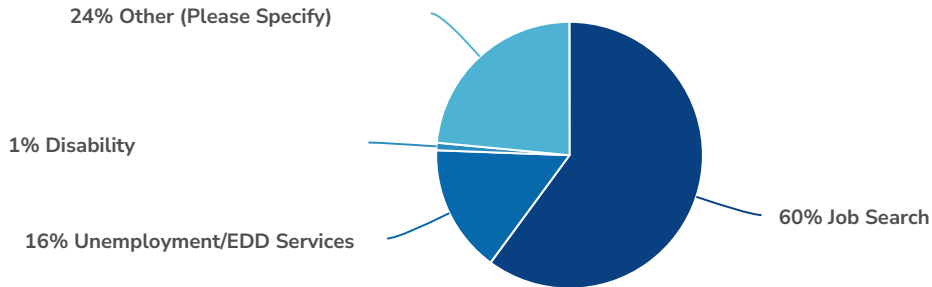
Report for AJCC Customer Satisfaction Survey

Response Counts



Totals: 1,444

1. What is the purpose of your visit to San Joaquin County WorkNet today?

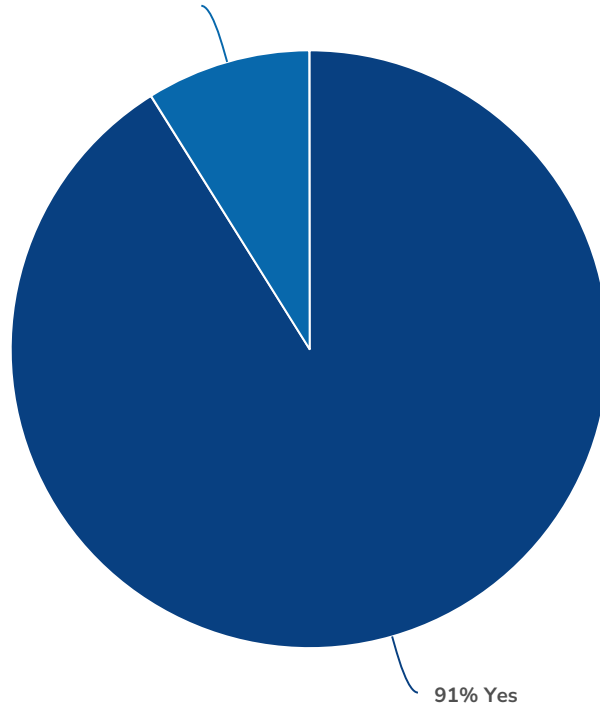


Value	Percent	Responses
Job Search	60.1%	812
Unemployment/EDD Services	15.5%	210
Disability	0.9%	12
Other (Please Specify)	23.5%	318

Totals: 1,352

2. Did you receive the service(s) to meet your needs?

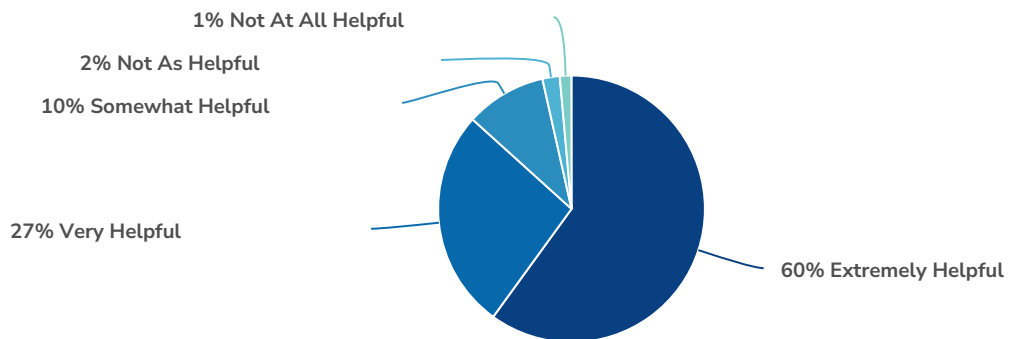
9% If No, why?



Value	Percent	Responses
Yes	91.1%	1,173
If No, why?	8.9%	115

Totals: 1,288

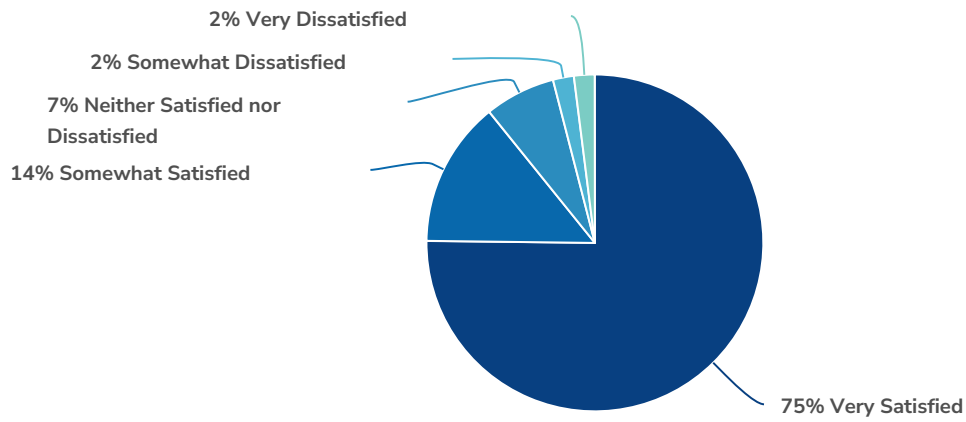
3. How helpful was the America's Job Center/WorkNet Center staff?



Value	Percent	Responses
Extremely Helpful	60.0%	770
Very Helpful	26.7%	343
Somewhat Helpful	9.8%	126
Not As Helpful	2.1%	27
Not At All Helpful	1.4%	18

Totals: 1,284

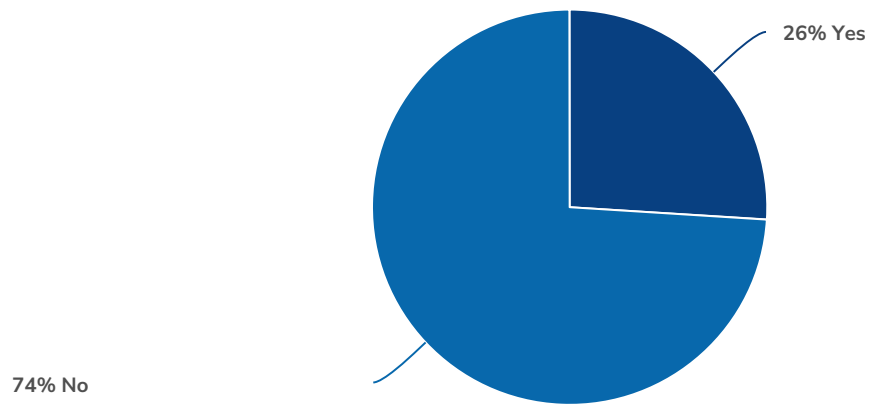
4. Overall, how satisfied or dissatisfied are you with AJCC/WorkNet?



Value	Percent	Responses
Very Satisfied	75.2%	957
Somewhat Satisfied	14.0%	178
Neither Satisfied nor Dissatisfied	6.8%	87
Somewhat Dissatisfied	2.0%	25
Very Dissatisfied	2.0%	25

Totals: 1,272

5. Would you like to be contacted about your answers?



Value	Percent	Responses
Yes	26.0%	329
No	74.0%	934
		Totals: 1,263

INFORMATION ITEM #2

SUCCESS STORIES

DATE: March 26, 2025

INFORMATION ITEM: 2

TO: Workforce Development Board

FROM: Patricia Virgen, Executive Director

SUBJECT: SUCCESS STORIES

I. SUMMARY: The following is a summary of the information item.

1. Success Stories

Success Stories of Individuals who have gone through our program and have successfully transitioned into self-sufficient employment.

INDIVIDUAL PARTICIPANT SUCCESS STORY

Participant Name: Araceli

Participant's City: Lodi

	Before Participation	After Participation
Industry/Sector	Warehouse	Nursing Care Facilities
Job Category	Sortation Associate	Certified Nursing Assistant
Hourly Wage or Salary	\$20/hr. (part-time)	\$20/hr. (full-time)

1. What were the goals of the participant when entering the program?

Araceli was referred by San Joaquin Delta College after being accepted into the Certified Nursing Assistant (CNA) training program. She met with the case manager Estrella Perez-Zuniga and requested assistance with training materials and program requirements. She was referred to the WorkNet program to receive the necessary support to successfully complete her CNA training.

2. Describe how the AJCC center helped the participant achieve his/her goals. What programs did the participant use? How has this improved the lives of the participant and his/her family?

Case Manager Estrella met with Araceli and determined that she was eligible and suitable for the WorkNet program to receive additional support. Through the program, Araceli was provided with essential supportive services, including textbooks, tools, and other costs associated with the CNA program at Delta College.

Since she was only working part-time as a Warehouse Worker, affording these materials on her own was challenging. With the assistance of WorkNet, Araceli successfully completed her training and obtained her CNA license.

Achieving this goal allowed her to secure a more stable, full-time job, improving not only her life but also the well-being of her family. Working as a CNA was a career path she was passionate about, and it provided her with the opportunity to gain financial stability and long-term employment. She is now employed full-time at a nursing facility, earning \$20 per hour, an improvement from her previous job, as she now has steady work and a higher overall income.

3. Please include a quote from the Participant about his/her experience.

"Thank you Estrella, and WokNet! Without your help I wouldn't have been able to successfully complete my CNA program and obtain a job as a CNA."

INDIVIDUAL PARTICIPANT SUCCESS STORY

Participant Name: Johnishia

Participant's City: Stockton

	Before Participation	After Participation
Industry/Sector	Healthcare (The Commons on Thornton)	Healthcare (San Joaquin General Hospital)
Job Category	CNA	Registered Nurse
Hourly Wage or Salary	\$20/hr.	\$56.76/hr.

1. What were the goals of the participant when entering the program?

Johnishia was referred by San Joaquin Delta College for additional assistance. She was accepted into the ADN training program, but needed help covering the costs of the materials and expenses required for her training, as she had limited income. This was her second attempt at the ADN program; she was not accepted the first time due to not passing one of the required classes. However, she applied again and successfully gained admission. She was glad to finally be on track to fulfill her dream of becoming a registered nurse.

2. Describe how the AJCC center helped the participant achieve his/her goals. What programs did the participant use? How has this improved the lives of the participant and his/her family?

Johnishia was enrolled in the WorkNet program and assigned to Case Manager Estrella. With Estrella's help and guidance, Johnishia successfully completed the program's requirements and process. The WorkNet program supported Johnishia in achieving her goals by providing the necessary supportive services and covering the fees required for her training. This alleviated the financial burden of purchasing the required materials, books, and fees, especially after she had to reapply for the A.D.N program. As a result, she was able to attend and complete her training without the worry of not being able to afford the associated costs.

After completing her training, Johnishia obtained her Registered Nurse license. Estrella helped her prepare for the job search and assisted in securing employment. Johnishia has successfully found a position as an RN at San Joaquin General Hospital, earning \$56.76 per hour.

3. Please include a quote from the Participant about his/her experience.

"Thank you, Estrella, and to the WorkNet program. You have been a major blessing to me. You help change lives for the better!!"

INDIVIDUAL PARTICIPANT SUCCESS STORY

Participant Name: Jose

Participant's City: Stockton

	Before Participation	After Participation
Industry/Sector	Warehouse/Construction	Commercial Driver
Job Category	Order selector	Class A Driver
Hourly Wage or Salary	\$19.00	\$35.00

1. What were the goals of the participants when entering the program?

Jose was a referral from the AB109 probation program. Facing employment barriers and challenges due to his past record, which made it difficult to secure stable work, he was encouraged to sought assistance from WorkNet. Before joining the program, he worked as an order selector and in the construction industry, but the jobs he held were not steady. Determined to build a better future, he expressed a strong desire to become a Class A Driver and transition from the labor field to a career in commercial driving.

2. Describe how the AJCC center helped the participant achieve his/her goals. What programs did the participants use? How has this improved the lives of the participant and his/her family?

Jose met with the WorkNet staff, and throughout this process, Jose was guided by Case Manager Christine Matney, who helped him complete all the necessary steps to qualify for the WorkNet program and access its services.

Jose first took the CASAS test and Career Scope assessment to explore his job interests. His case manager then guided him through the Eligible Training Provider List (ETPL) and job search services in CalJOBS, allowing him to review various schools and job opportunities. He also completed the Occupational Research Questionnaire, which enabled him to interview three schools of his choice before ultimately selecting Advance Bus & Truck Driving School. He began training on 08/13/2024 and successfully graduated on 12/17/2024.

The WorkNet program covered nearly \$8,000 in tuition costs, providing immense support to Jose. Additionally, he received supportive services to help cover DMV fees, and obtain his Class A permit.

After completing his training, Case Manager Christine Matney, along with the job developer, collaborated to help Jose find and secure employment. Jose is now employed at Swift Transportation beginning 02/05/25 as a Class A Driver, earning \$35.00 per hour.

WorkNet has been a great instrument in Jose's success, and they helped him overcome his barriers, and secured a high paying employment that will provide him with great income to help support himself, and his family, and will be self-sufficient.

Jose has been grateful for the assistance, and opportunities provided by the WorkNet program. He appreciates all the support that he received.

3. Please include a quote from the participant about his/her experience. Client stated:

"WorkNet has been my secret weapon on my journey to success. It's like having a personal GPS for my career—guiding me, connecting me with the right people, and providing insights I never knew I needed. Every challenge becomes a stepping-stone when you have the right support behind you. I appreciate you, Christine—thank you for everything you've helped me with!"

INDIVIDUAL PARTICIPANT SUCCESS STORY

Participant Name: Matthew

Participant's City: Stockton

	Before Participation	After Participation
Industry/Sector	Construction	Commercial Driver
Job Category	Sheetrock	Truck Driving
Hourly Wage or Salary	\$20.00	\$24.00

1. What were the goals of the participants when entering the program?

Matthew was referred to the WorkNet AB109 program for additional assistance in overcoming his employment barriers and securing stable work. Due to his past record, finding steady employment had been a challenge. He had worked off and on as a Construction Worker and had experience as an RV Mechanic and Delivery Driver. However, he aspired to pursue a new career as a Class A driver, seeking long-term employment and financial stability to become self-sufficient. With a strong determination to overcome his barriers, and change his career path, he turned to WorkNet for support in achieving his goals.

2. Describe how the AJCC center helped the participant achieve his/her goals. What programs did the participants use? How has this improved the lives of the participant and his/her family?

Matthew was enrolled in the AB109 WorkNet program, where his case manager, Christine Matney, guided him through the enrollment process, assessment, and career development. Christine provided counseling and support to help him overcome his barriers and prepare for employment. His assessment results and career plan aligned with his interest in truck driving, leading him to enroll in Class A Truck Driving training at Performance Trucking.

He chose to take the extended 240-hour course, and the WorkNet AB109 program covered the full \$10,000 tuition cost. Additionally, he received supportive services to help cover his DMV fees. After completing his training, Matthew secured employment with Alegre Trucking as a Class A Driver, earning \$24.00 per hour.

Thanks to the assistance he received from WorkNet, Matthew was able to overcome his barriers, obtain his Class A license, and secure stable employment in a career path that provides long-term opportunities for success.

3. Please include a quote from the participant about his/her experience.

" I met my case manager Christine Matney through my probation officer and the AB109 program, and she helped change my life for the better. Because of her, and the WorkNet program I graduated from Trucking School and Tanker Training, earning my commercial license with doubles, triples, and tanker endorsements. I was just hired at Alegre Trucking, and I am now back in society as a hardworking man who can support my family. I am no longer involved in any illegal or criminal activity. Thank you, Christine Matney—you changed my life."

INDIVIDUAL PARTICIPANT SUCCESS STORY

Participant Name: Stepfon

Participant's City: Stockton

	Before Participation	After Participation
Industry/Sector	Chipotle	Swift Transportation
Job Category	Crew member	Commercial Truck Driver
Hourly Wage or Salary	Minimum wage	\$650/week +.48/m

1. What were the goals of the participant when entering the program?

Stepfon was once a service crew member at a restaurant, earning minimum wage. Recognizing that his income was not enough to provide a better life for his children, he realized that changing careers could open doors to greater opportunities. He chose to become a truck driver. Despite facing financial limitations, he sought support to obtain his Class A license. Coming to WorkNet, he was determined to make a change.

2. Describe how the AJCC center helped the participant achieve his/her goals. What programs did the participant use? How has this improved the lives of the participant and his/her family?

After an interview, Stepfon's application was accepted as he demonstrated both eligibility and potential for success in the program. He completed the application process and began his journey at Advanced Bus and Truck Driving School, where he excelled in training, completed the program, and successfully passed the DMV exam.

AJCC played a crucial role in helping Stepfon achieve his career aspirations by funding his tuition through WIOA, allowing him to pursue training for his Class A driver's license. With the support, and guidance of his case manager Margarita made the application, and processed Stepfon. He was provided with guidance throughout his training journey, ensuring he was well-prepared to secure employment.

With this comprehensive support, Stepfon achieved his goals. Immediately after completing his training and obtaining his Class A license, he secured a position with Swift Transportation as a Truck Driver, earning \$25.00 per hour. This new job has provided him with a better income, allowing him to create a more stable and improved life for his children.

3. Please include a quote from the Participant about his/her experience.

"The WorkNet program made my dream career come true. I am grateful for the support and guidance I received from the WorkNet staff, especially my case manager, Margarita Kansab. Thanks to this opportunity, my children will no longer experience the hardships I went through during my childhood."

INFORMATION ITEM #3

SAN JOAQUIN COUNTY LABOR MARKET INFORMATION SNAPSHOT

DATE: March 26, 2025 INFORMATION ITEM: 3
TO: Workforce Development Board
FROM: Patricia Virgen, Executive Director
SUBJECT: SAN JOAQUIN COUNTY LABOR MARKET INFORMATION SNAPSHOT

I. SUMMARY: The following is a summary of the information item.

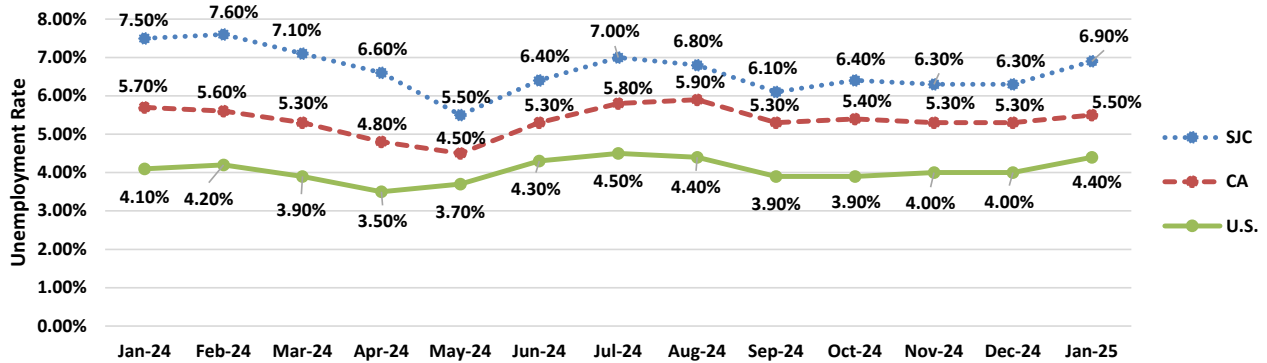
Attached, you will find the San Joaquin County (SJC) labor market review. The Snapshot has been developed by Employment and Economic Development Department (EEDD) staff for the San Joaquin County Workforce Development Board to combine four separate reports provided by the California Employment Development Department (EDD).

The first chart details the Unemployment Rate of San Joaquin County, California, and the United States for a one-year look-back period starting one month prior. The second chart details the Unemployment Rate of San Joaquin County down to the sub-county areas – cities and other Census Designated Places (CDPs). The third chart details San Joaquin County as part of the San Joaquin Valley and Associated Counties Regional Planning Unit (RPU). The RPU is comprised of all counties in the San Joaquin Valley and is one of 14 RPUs designated by the State. Page two of the SJC Snapshot details the Labor Force and Industrial Employment in San Joaquin County and provides data for three months prior and uses the benchmark from March 2022 as established by EDD.

A San Joaquin County Labor Market Review - Jan 2025

Welcome to the San Joaquin County Labor Market Review. The snapshot provides a quick review of labor market information in San Joaquin County for the previous month, the most up-to-date information provided by the California Employment Development Department (EDD). The data and information is provided by the California EDD Labor Market Information Division (LMID). For more information please call (916) 262-2162 or visit the LMID website at <https://www.labormarketinfo.edd.ca.gov/>.

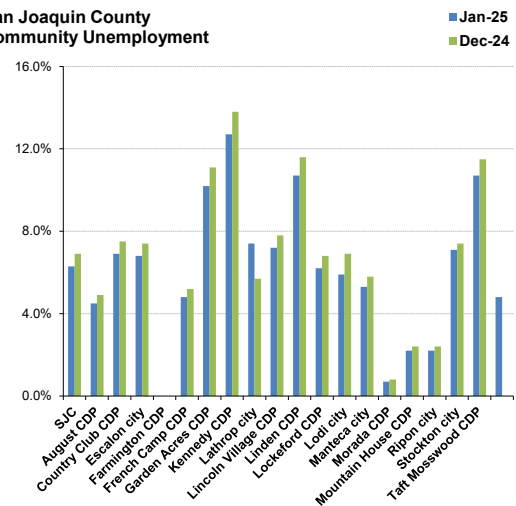
San Joaquin County, California, and the United States Unemployment Rates January 2024 to January 2025



Sub County average unemployment rates for the county, cities, and municipalities.

Area Name	Labor Force	Employment	Unemployment	
			Number	Rate
San Joaquin County	372,300	346,500	25,800	6.9%
August CDP	4,000	3,800	200	4.9%
Country Club CDP	4,800	4,400	400	7.5%
Escalon city	3,700	3,400	300	7.4%
Farmington CDP	100	100	0	0.0%
French Camp CDP	1,100	1,100	100	5.2%
Garden Acres CDP	5,000	4,500	600	11.1%
Kennedy CDP	1,100	1,000	200	13.8%
Lathrop city	18,000	17,000	1,000	5.7%
Lincoln Village CDP	1,400	1,300	100	7.8%
Linden CDP	900	800	100	11.6%
Lockeford CDP	2,000	1,800	100	6.8%
Lodi city	32,500	30,300	2,200	6.9%
Manteca city	41,900	39,500	2,400	5.8%
Morada CDP	1,800	1,800	0	0.8%
Mountain House CDP	11,000	10,700	300	2.4%
Ripon city	8,600	8,400	200	2.4%
Stockton city	145,800	135,000	10,800	7.4%
Taft Mosswood CDP	600	600	100	11.5%
Tracy city	49,400	46,900	2,500	5.0%

San Joaquin County Community Unemployment

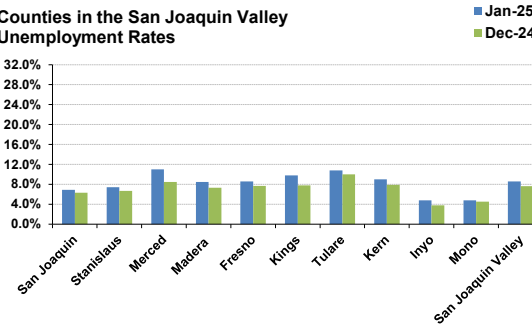


*CDP - Census Designated Place

Counties in the San Joaquin Valley Quick Look

County	Rank	Labor Force	Employed	Unemployed	Rate
San Joaquin	34	372,300	346,500	25,800	6.9%
Stanislaus	43	257,600	238,600	19,000	7.4%
Merced	56	122,200	108,800	13,400	11.0%
Madera	46	70,500	64,500	6,000	8.5%
Fresno	47	475,800	434,900	40,900	8.6%
Kings	52	59,600	53,700	5,900	9.8%
Tulare	55	224,200	200,000	24,300	10.8%
Kern	49	412,700	375,700	37,000	9.0%
Inyo	12	8,300	7,890	400	4.8%
Mono	12	7,850	7,480	370	4.8%
San Joaquin Valley		2,011,050	1,838,070	173,070	8.6%

Counties in the San Joaquin Valley Unemployment Rates



San Joaquin County is part of the San Joaquin Valley and Associated Counties Regional Planning Unit (RPU) comprised of all counties in the San Joaquin Valley. Above is a comparison of all counties in the RPU. This WIOA Title I-financially assisted program or activity is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

SJC LMI Snapshot

Jan 2025
 March 2022 Benchmark

Labor Force and Industrial Employment	Jan 24	Nov 24	Dec 24	Jan 25	Percent Change	
			Revised	Prelim	Month	Year
<i>*Data not seasonally adjusted</i>						
Civilian Labor Force (1)	365,100	373,700	373,000	372,300	-0.2%	2.0%
Civilian Employment	339,900	349,800	349,300	346,500	-0.8%	1.9%
Civilian Unemployment	25,200	23,900	23,700	25,800	8.9%	2.4%
Civilian Unemployment Rate	6.9%	6.4%	6.4%	6.9%		
(CA Unemployment Rate)	5.4%	5.4%	5.2%	5.5%		
(U.S. Unemployment Rate)	4.1%	4.0%	3.8%	4.4%		
Total Wage and Salary (2)	287,400	300,600	299,800	291,100	-2.9%	1.3%
Total Farm	12,400	11,900	12,100	11,500	-5.0%	-7.3%
Total Nonfarm	275,000	288,700	287,700	279,600	-2.8%	1.7%
Total Private	231,200	240,800	241,300	233,800	-3.1%	1.1%
Goods Producing	36,800	38,300	38,000	37,400	-1.6%	1.6%
Mining, Logging and Construction	13,700	14,900	14,600	14,300	-2.1%	4.4%
Mining and Logging	0	0	0	0	#DIV/0!	#DIV/0!
Construction	13,700	14,900	14,600	14,300	-2.1%	4.4%
Specialty Trade Contractors	9,700	10,500	10,300	10,100	-1.9%	4.1%
Manufacturing	23,100	23,400	23,400	23,100	-1.3%	0.0%
Durable Goods	11,400	11,000	11,000	10,900	-0.9%	-4.4%
Non-Durable Goods	11,700	12,400	12,400	12,200	-1.6%	4.3%
Food Manufacturing	5,800	6,400	6,400	6,300	-1.6%	8.6%
Service-Providing	238,200	250,400	249,700	242,200	-3.0%	1.7%
Private Service Providing	194,400	202,500	203,300	196,400	-3.4%	1.0%
Trade, Transportation, and Utilities	87,300	92,600	93,200	88,300	-5.3%	1.1%
Wholesale Trade	12,200	12,300	12,500	12,500	0.0%	2.5%
Retail Trade	27,000	27,400	27,700	26,500	-4.3%	-1.9%
General Merchandise Retailers	6,600	7,000	7,100	6,500	-8.5%	-1.5%
Department Stores	2,000	2,200	2,300	2,000	-13.0%	0.0%
Clothing, Clothing Accessories, Shoe, and Jewelry	1,900	2,000	2,000	1,800	-10.0%	-5.3%
Transportation, Warehousing, and Utilities	48,100	52,900	53,000	49,300	-7.0%	2.5%
Transportation and Warehousing	46,300	51,100	51,300	47,600	-7.2%	2.8%
Truck Transportation	8,000	9,000	8,800	8,100	-8.0%	1.3%
Warehousing and Storage	30,600	33,400	33,500	30,500	-9.0%	-0.3%
Information	1,000	1,000	1,000	900	-10.0%	-10.0%
Financial Activities	7,800	7,500	7,500	7,400	-1.3%	-5.1%
Finance and Insurance	4,100	4,000	4,000	3,900	-2.5%	-4.9%
Credit Intermediation and Related Activities incl	1,500	1,500	1,500	1,500	0.0%	0.0%
Professional and Business Services	22,600	23,300	23,500	22,400	-4.7%	-0.9%
Administrative and Support and Waste and Remediation	14,700	15,800	16,000	15,000	-6.3%	2.0%
Private Education and Health Services	43,500	45,800	45,900	45,700	-0.4%	5.1%
Private Educational Services	4,400	4,900	4,800	4,700	-2.1%	6.8%
Health Care and Social Assistance	39,100	40,900	41,100	41,000	-0.2%	4.9%
Leisure and Hospitality	23,900	24,300	24,200	23,800	-1.7%	-0.4%
Arts, Entertainment, and Recreation	2,600	2,800	2,800	2,800	0.0%	7.7%
Accommodation and Food Services	21,300	21,500	21,400	21,000	-1.9%	-1.4%
Food Services and Drinking Places	19,500	19,600	19,600	19,200	-2.0%	-1.5%
Other Services	8,300	8,000	8,000	7,900	-1.3%	-4.8%
Government	43,800	47,900	46,400	45,800	-1.3%	4.6%
Federal Government	3,000	3,000	3,000	3,000	0.0%	0.0%
Federal Government excluding Department of Defense	1,800	1,800	1,800	1,800	0.0%	0.0%
Department of Defense	1,200	1,200	1,200	1,200	0.0%	0.0%
Total State and Local Government	40,800	44,900	43,400	42,800	-1.4%	4.9%
State Government	4,900	4,700	4,700	4,700	0.0%	-4.1%
Local Government	35,900	40,200	38,700	38,100	-1.6%	6.1%
Local Government Educational Services	22,700	26,100	24,500	24,100	-1.6%	6.2%
Local Government excluding Education	13,200	14,100	14,200	14,000	-1.4%	6.1%
County Government	7,900	8,400	8,400	8,400	0.0%	6.3%
City Government	3,600	3,900	3,900	3,800	-2.6%	5.6%
Special Districts plus Tribes	1,700	1,800	1,900	1,800	-5.3%	5.9%
	0	0	0	0	#DIV/0!	#DIV/0!

(1) Civilian labor force data are by place of residence; include self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding. The unemployment rate is calculated using unrounded data.

(2) Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, household domestic workers, & workers on strike. Data may not add due to rounding.

DIRECTOR'S REPORT

BOARD MEMBER QUESTIONS AND COMMENTS