

**Fresno Regional Workforce Development Board  
Workforce Innovation and Opportunity Act  
Draft 4-Year Local Plan  
Program Years 2017-2020**

**A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including:**

- 1. A description of the Local Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.**

The Fresno County Board of Supervisors along with the City of Fresno entered into a Joint Powers Agreement (JPA) to administer Workforce Innovation and Opportunity Act (WIOA) funds for Fresno County. The County and the City have charged the Fresno Regional Workforce Development Board (FRWDB) with implementing strategies and programs to meet the employment and training needs for Fresno County businesses and job seekers. In compliance with this mandate, the FRWDB adopted the vision that “*Business is our Primary Customer*”. In doing so, the FRWDB has indicated the best way to serve job seekers is to understand and support the needs of businesses (workforce, economic, etc.). This vision ensures that the FRWDB continues to scan the employment and training needs not only in Fresno, but regionally across the San Joaquin Valley. The private sector FRWDB Directors are representative of our high-demand industries in the region, such as, healthcare, automotive technology, and energy. Other FRWDB Directors represent education, economic development, local government, state agencies, and labor organizations. All FRWDB Directors must serve on a FRWDB Committee (Adult, Youth, Business and Industry, or FRWDB Executive). Our FRWDB Committees evaluate detailed One-Stop System data and continuously drive for systems improvement.

The FRWDB is at the forefront of community efforts to ascertain and respond to workforce issues in Fresno County. Deep experience in the field, extensive local and regional partnerships, and creative thought leadership all come together to positively position the FRWDB to respond to business needs as a community leader and convener.

The FRWDB's role as a convener and leader is reflected by its support of innovation workforce initiatives, ranging from programs that address specific needs of a diverse population to recognizing the demand for career technical education that will lead to stackable credentials, meeting industry demand for a skilled workforce.

The FRWDB's drive for local excellence has led it to spearhead a number of valley-wide job training initiatives, specifically in the areas of manufacturing and public infrastructure construction. Utilizing funding from the State of California

and the United States Department of Labor, and with FRWDB acting as fiscal and administrative agent, focused recruitment, assessment and training is taking place in those two (2) key industry sectors across the eight (8) valley counties stretching from San Joaquin in the North to Kern in the South.

**2. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.**

The FRWDB has a strong relationship with its WIOA partners within the One-Stop System and continues to strengthen its relationships with other community partners servicing Fresno County. The FRWDB is taking the following steps to align resources and services in the coming years:

- The vision and programmatic elements outlined in this Plan are being shared with partners and will be reviewed, revised, and jointly implemented by the FRWDB One-Stop System.
- Formula funds and special grant funds will be set aside to support the expanded roster of services, including individuals with barriers to employment, incumbent workers, and English as a Second Language training programs within the One-Stop System.

**B. *Required detail on local program alignment to implement State Plan policy strategies.***

**1. Provide a description of the workforce development system in the local area that identifies programs included in the system.**

The design of the One-Stop delivery system was developed by all of the required partners and is continually assessed for improvements. The participant flow within the One-Stop System starts with Basic Career Services, and proceeds through Individualized Career and Training Services based on the individual needs of each participant, to assist them in being successful and self-sufficient.

As prescribed by the WIOA, the One-Stop delivery system in Fresno County is comprised of the available mandatory One-Stop partners and services. Optional partners may be added to meet local needs. Partners are committed to the state's vision of a One-Stop that is participant focused, performance-based, accountable to each other, and that meets the local needs of participants and employers. The FRWDB's goal is to offer access to all services, high-quality job training, and workforce education programs through Fresno County's One-Stop System.

Throughout the county, we maintain six (6) One-Stop access locations to serve the entire urban and rural populations: One (1) comprehensive center in the city of Fresno, where the majority of our partners are co-located, and five (5) affiliate sites, located in the cities of Reedley, Selma, Coalinga, Mendota and Firebaugh.

## **Comprehensive Center**

- Accessible to the general public during regular business hours.
- Physically and programmatically accessible to individuals with disabilities and individuals with little or no English proficiency.
- Basic and Individualized Career Services and Training Services.
- Access to programs and activities provided by WIOA mandated partners, including employment services authorized under the Wagner-Peyser.

## **Affiliate Locations**

- Accessible to general public and physically and programmatically accessible to individuals with disabilities and individuals with little or no English proficiency.
- Basic and Individualized Career Services and Training Services.
- Representation of one (1) or more mandated WIOA partner, either physically or through direct linkage.

All partners are not physically in all locations due to manpower and resource constraints. However, all One-Stop locations utilize our partner referral and co-enrollment process that allows a virtual One-Stop delivery system. A list of all One-Stop locations in Fresno County is provided in Attachment II.

The delivery system is based on the “one-stop” concept, where information about, and access to, a wide array of job training, education, and employment services is available for participants at a single location where they will be able to easily access needed services. The FRWDB tracks all participants’ usages and referrals through our I-Train common intake case management system. This is critical to ensure that the FRWDB can analyze and respond to additional resources that may be needed by our participants.

Self-service and informational activity accessed through Basic Career Services requires minimal registration and is universally available. Participants with a solid work history and no self-disclosed employment barriers will be referred to Basic Career Services that provide resource room services, activities, and assistance from the One-Stop Contract Coordinator specialist.

A “Self-Reliance Team”, which is comprised of One-Stop staff and WIOA partner staff from at least one (1) of the partners (State of California Employment Development Department (EDD), Fresno County Department of Social Services, or the Department of Rehabilitation) is responsible for interviewing participants who have requested Individualized Career or Training services. The purpose of this interview is to review the current situation of the participant and provide the best possible referral(s) to assist them in upgrading their current position or obtaining employment.

Through the One-Stop, employers have a single point of contact to list job openings and provide information about current and future skills needed for their workforce. They will benefit from a single system for finding a qualified workforce that meets their needs.

## Sector One-Stop

As part of this model, the FRWDB is developing innovative strategies by revising its provision of One-Stop services to include specialized sector One-Stops for locally-identified demand sectors. Under the initial implementation of this model, the FRWDB will focus on Healthcare, Manufacturing, Trades, and Government. The first sector One-Stop is for the Government sector, which opened its doors to provide services in December 2015.

Sector-based orientations are provided at the comprehensive One-Stop location to provide information on the various occupations in demand sectors. Information such as wages, minimum hiring requirements, the application process, and how to access services at the specialized sector One-Stops based on their career goal is provided at the orientations. These sector One-Stops are staffed with specially trained dedicated staff who are experts in the sector, knowledgeable in labor market information, and understand the minimum qualifications, training opportunities, application process, and interview process for a particular sector.

- 2. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).***

The FRWDB system includes programs that use WIOA and special grant funds to prepare participants for employment, upgrade skills and obtain certifications to increase earnings, and provide retention services for workers and employers.

In response to both national and state calls for increased integrated service delivery within One-Stops over the past several years, the FRWDB has been pro-actively identifying needs and implementing processes to improve efficiency of the FRWDB's employment and training system, with a primary focus on meeting employer-driven demand.

The FRWDB has demonstrated a capacity to help create a competitive employment and training system designed to meet the needs of participants and the talent needs for employers. The demonstrated value of the FRWDB includes:

- A depth and diversity of partnerships.
- Experience and depth with industry sector initiatives.
- Diversity and depth of work with a variety of public and private training providers.
- Expertise and success with placement of diverse and hard-to-serve participants.

- High standards of grant management for both state and federal competitive funding.

The funding for the FRWDB's One-Stop system is provided through WIOA programs for adults, dislocated workers and youth. The system also includes numerous partners and programs that contribute both financially and through in-kind services to provide effective employment and training services to WIOA participants.

In order to improve customer-centered service delivery and braid partner resources, the FRWDB has begun working with WIOA partners for the development and implementation of an integrated service delivery model.

The key components will include:

- Organization of staff around functions and participant needs.
- Functional leadership and supervision to support functional teams.
- Co-enrollment of participants.
- Electronic referrals for partner services.
- Continuous quality improvement based on participant feedback.

For staff, this means:

- The participants' and employers' needs are at the forefront.
- Every participant is everyone's participant.
- Staff development and training opportunities to support transition to new roles under functional teams.
- Serving as navigators to ensure participants access services from various partners as needed.
- FRWDB staff will continually monitor and assess WIOA and partner initiatives to avoid duplication and to more effectively integrate services and braid resources.

Participants will experience:

- Value-added interaction during each visit.
- Seamless transition between staff, programs, and/or services.
- "No wrong door".

Additional policies to address the seven (7) strategies are discussed and detailed in subsequent sections of this Plan.

**C. Required detail on specific services and service delivery strategies.**

1. **Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 23(a)-(m).**

Access to all partner services will be available either on-site at the One-Stop or via referral. The use of various technology platforms and methodologies will be used to facilitate the delivery of these services when and where appropriate and cost effective.

Each partner, including the One-Stop Operator and WIOA program staff, will be trained in the eligibility requirements for each partner's services in order to ensure appropriate referrals. The Fresno County One-Stop system will focus on those participants with barriers to employment, as memorialized in WIOA Section 23(a)-(m). All partners will be aware of the services available under WIOA, including Basic Career Services, Individualized Career Services and Training Services. Associated with these will be the availability of Supportive Services to support job search and training activities. Individuals will be referred to appropriate partner(s) as needed. Where partners offer the same types of services as those available under WIOA, those services will be braided (without duplication) to ensure the best possible outcome for the individual, based on their specific needs.

All criteria and the processes to receive these services are described in the FRWDB's local Policies and Directives. These documents are available to partners, sub-recipients, and the public on our website, [www.workforce-connection.com](http://www.workforce-connection.com).

The local system also provides for the co-enrollment of individuals in multiple partner programs, as needed, to assist the individual in successfully addressing employment barriers, which will result in a successful outcome (sustained employment in a demand occupation, leading to self-sufficiency) for the individual participant.

**2. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.**

Building on the sector approach described in the Regional Plan, the FRWDB will identify career pathways associated with the identified priority sectors. As part of the career pathway development, the FRWDB will detail training and credentialing opportunities, broker co-enrollment possibilities, and work to identify financial resources and the support to allow WIOA program participants to pursue these pathways.

The FRWDB is committed to providing targeted access to our WIOA participants for employment in high-growth, high-wage employment. The FRWDB has adopted a local sector strategy targeting six (6) high-growth and/or high-wage industry sectors: Healthcare, Trades, Manufacturing/ Water Technology, Government, Logistics/Distribution and the cross sector occupation of Information Technology. Periodic employment surveys are conducted by the FRWDB to identify and evaluate the current hiring and skills needs within these industries. As business needs evolve, the FRWDB will continue to assist businesses with retaining and growing jobs in Fresno County.

In conjunction with the Regional Plan on-ramps, the FRWDB will utilize a career pathways training model that focuses on a mix of job readiness and the ability to attain industry-recognized certificates, education, or degrees needed for employer-vetted occupations in targeted industry priority/emerging clusters.

This mix will be vetted by employers and rely on a mix of tools with the goal of preparing the workforce to meet and exceed employers' requirements. Examples include:

- Stackable educational/training options
- Accelerated/integrated education and training
- Industry-recognized credentials
- Basic skills training
- Soft skills
- Job readiness
- Vocational English as a Second Language
- On-the-Job Training (OJT), registered apprenticeships, internships, and other Earn and Learn models

The future strategy for outreach to our sectors will be to:

- Continually assess workforce needs to prepare and train participants to meet those needs
- Create or continue pilots within each sector to gain critical mass in sector penetration, as appropriate
- Develop sector career ladder and align these with the efforts of education partners, in conjunction with regional and local priorities
- Continually evaluate service to enhance service offering

**3. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).**

The FRWDB utilizes formula funding and special grants to provide training opportunities for WIOA participants. The FRWDB has also dedicated training funds specifically for Incumbent Worker Training to meet employers' evolving needs. All training provided must be in a targeted sector or utilize current employment data to ensure the participant can obtain employment after training. The FRWDB maintains a local demand occupation list that is reviewed and updated periodically to ensure that training funds are only utilized for high-growth, high-demand industries.

One of the primary vehicles for driving these access strategies are our regional workforce partnerships that create sector-based career pathways and offer tuition-free training to meet the needs of WIOA participants, incumbent workers, and employers. Rather than working in silos, training providers, economic development, industry and employers, and the workforce system will collaborate to braid public and private resources. This will allow the system to respond to employer demand and to offer innovative, evidenced-based education and job

training. WIOA participants are not mandated to receive any services such as Basic or Individualized Career Services prior to being referred to Training Services.

4. **Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.**

The FRWDB local business plan vision is to continually implement a demand-driven system with business as our primary client. We will provide timely, holistic, and multi-faceted business and workplace solutions to bolster the regional prosperity of our community and, therefore, our workforce. This is accomplished by:

- Continually engaging multiple stakeholders, actively listening to their needs, and acting with agility and a business focus to implement solutions.
- Aligning our investment in the workforce and training resources to the needs of business now and with a future focus.
- Shifting from a recruitment strategy to a “grow your own” strategy for high priority sectors.
- Balancing the disparity between the skills level of the participants versus the needs of the employers.

The output of this demand-driven customer model is qualified participants who are prepared for success in the workforce.

### **Business Engagement Strategy**

The FRWDB engages all businesses, sector and non-sector, small and large, on initiatives regarding strategic investments in the skills of its local workforce. The FRWDB conducts and publishes periodic surveys to identify job growth and labor needs across targeted industries and to get a pulse on businesses’ barriers and expansion. We frequently bring together, or participate with existing groups, on employer roundtables. This includes our clients, Slingshot stakeholders, education, economic development, cluster members, grant participants, and other intermediaries, with the purpose of workforce planning as it relates to identifying the targeted industries / occupations. Through facilitated dialogue with these multiple stakeholders, and with a targeted focus on employer feedback, we review surveys to identify targeted jobs and identify required skills (soft and technical), competencies, and education. This process enables us to:

- Develop sector-focused staff training.
- Identify and utilize specialized assessments.
- Develop career ladders.
- Allocate training resources.
- Identify qualified training providers.
- Work with sector employers to vet FRWDB screening, training policies and curriculum.

The FRWDB will connect to businesses through a variety of engagement strategies by leveraging relationships with a mix of internal and external stakeholders, and with a focus on the end result of preparing a qualified, job ready workforce. This will be accomplished through the following resources and relationships:

FRWDB Business Services Staff: FRWDB Business Services staff creates high-level, long-term partnerships, collects proactive data on industry growth, and facilitates the connection between training needs and curriculum development.

Business Account Specialists: Our day-to-day business support activities are conducted by Business Account Specialists (BASs). They are responsible for engaging businesses to identify current and future workforce needs.

FRWDB Business and Industry Committee: The FRWDB has maintained a Business and Industry Committee (B&I) for over 17 years. The B&I adopted its strategic business plan to ensure that we have measurable, aggressive business services goals, which is reviewed annually.

### **Sector Driven Engagement**

Adopting sector partnerships to enhance service delivery continues to be a critical part of the FRWDB's engagement strategy. This includes a focus on efforts and opportunities to support regional collaborative partnerships comprised of employers from priority and emerging industry sectors.

Sector Business Communications and Outreach Strategies: The FRWDB will utilize a variety of outreach resources and tools to connect to sector businesses:

EconoVue: To identify priority sectors in our region via labor market information and specifically focus on employers experiencing financial stress. Then outreach will be conducted to these companies utilizing sector specific marketing materials and messages via the internet, social media, TV, radio, one-on-one presentations and partner network connections.

Sector Business Account Specialists: Our BAS unit is split between general business BASs and sector BASs. Many BAS team members have targeted sector experience and readily understand the unique needs of the employers within that sector.

Sector One-Stop: As part of this model, the FRWDB is developing innovative strategies by revising its provision of One-Stop services to include specialized sector One-Stops for locally-identified demand sectors. The first sector One-Stop is the Government sector, which opened its doors to provide services in December 2015. Sector-based orientations are provided at the comprehensive One-Stop location to provide labor market information on the various occupations in demand sectors.

## Partners/Intermediary Engagement

As a prudent manager of resources and funds entrusted to us, we frequently scan out partners and intermediaries for opportunities to braid and leverage funding for workforce and training initiatives. As we convene multiple stakeholders, we understand that we provide a critical community leadership role as well as a sounding board for partners whose goals overlap with ours. We will engage this diverse group of regional and local partners to link, align and leverage our collective assets on both short range projects and strategic planning for long-term initiatives with large community impact. These partners include:

- Education/CTE
- Secondary and Postsecondary Education.
- One-Stop Partners
- Local Government
- Sector Navigators – *Doing What Matters*
- Central California SHRM

5. **Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.**

The FRWDB has adopted the vision that “Business is our Primary Customer”. In doing so, the FRWDB has indicated the best way to serve participants is to understand and support the needs of businesses (workforce, economic development, etc.). This vision ensures that the FRWDB continues to scan employment and training needs not only in Fresno, but regionally across the San Joaquin Valley. The private sector FRWDB Directors are representative of our high-demand industries.

Business Services include, but are not limited to:

- Working with our business clients to develop customized solutions and connect them with our business servicing partners.
- Fresno4Biz - a business partner collaborative that works together to address businesses’ needs.
- Standard business services, such as the Human Resource Hotline, tax credit referrals, layoff aversion, Rapid Response, etc.
- Workforce Development, such as job related assessments and employer driven curriculum.
- Earn and Learn programs.
- Training solutions.
- Customized business solutions.

6. **Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.**

The FRWDB collaborates with economic development partners for opportunities to attract business and strengthen the local economy. This includes work on the following initiatives:

Partnership with the Fresno Economic Development Corporation (EDC): The FRWDB enjoys a strong partnership with the Fresno County Economic Development Corporation (EDC). This includes a variety of projects and shared goals. Some examples include:

- Comprehensive Economic Development Strategy (CEDs) Development – Monthly, the FRWDB staff with the EDC and other stakeholders meet to provide input into the CEDs being developed.
- Board Representation – Reciprocally, both agency Executive Directors sit on each other's board and provide advisory support on how we work together collectively.
- Business Services – The EDC partners with the FRWDB on Fresno4Biz. We frequently cross-refer businesses, who need specific support. Additionally, we work on business services projects, such as workshops, on obtaining small business certifications, Layoff Aversion services, and site selection committees for potential businesses looking to move to Fresno.

Provide Labor Market Information (LMI) Data to Attract and Retain Business: The FRWDB frequently acts as a clearing house of LMI and other pertinent workforce and business data for our partners to enhance their data driven strategies.

Written Into Other Local and Regional Plans: FRWDB staff sits on several interagency councils, such as the EDC and Department of Social Services, to provide input into their annual strategic planning. Informally, we work with all of our mandated partners to braid our goals together.

Fresno4Biz: The Fresno4Biz partners meet monthly. The agendas focus on referrals to each other from businesses needing targeted consulting services, opportunities to partner on business service activities, and trends we are seeing in the community that we can proactively address with solutions.

Rapid Response: The FRWDB, intermittently, educates economic development and workforce partners on Layoff Aversion and Rapid Response services. Through this discussion, we inform them on how to best work with Dislocated Workers, how to elevate business needs of services to us, and how we can incorporate them into our list of solutions to Dislocated Workers.

Work with the City of Fresno on Economic Development Initiatives: The City of Fresno includes the FRWDB, the EDC, and other partners in meetings with potential businesses looking to relocate to Fresno, so that we can present a unified plan to the potential business on the benefits of doing business in Fresno.

Work with Regional Partners: In addition to working with economic development agencies at the county level, the FRWDB connects to the California Central Valley Economic Development Corporation.

Convene Local Business Serving Partner Group: The FRWDB facilitates quarterly meetings of all business serving entities in Fresno County who provide free services. The purpose of this networking team is to:

- Learn about the services offered by other no-cost business serving organizations to holistically assist our business clients with their needs.
- Network with business-serving peers.
- Discuss trends, events, and regulatory impacts of which the Fresno community should be aware.
- Connect on initiatives.

**7. Provide a description of the way Local Boards and their partners will strengthen linkages between the One-Stop delivery system and unemployment insurance programs.**

EDD staff is currently co-located at the Fresno Comprehensive One-Stop site to provide Unemployment Insurance (UI) services as needed. These services include access either through the EDD UI website, via telephone (UI Call Center) or in person at the Comprehensive One-Stop. Additionally, FRWDB has a presence in all EDD offices located in Fresno County. As a partner, EDD participates in our referral process.

***D. Required Information Pertaining to America’s Job Centers of California<sup>SM</sup> (AJCC), including the following State Plan requirements for local plans:***

**1. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.**

The FRWDB’s Adult and Youth Councils develop goals and monitor the progress of the WIOA One-Stop System. Each quarter, the Councils review all performance metrics and evaluate opportunities for improving both participant and employer satisfaction. All Policies and Operational Directives are documented and provided to One-Stop staff and Youth Providers. FRWDB staff conducts on-going monitoring of local policy and processes and make modifications required to ensure continued quality outcomes.

FRWDB staff trains sub-recipients on new Policies and Operational Directives. The FRWDB is committed to ensuring that all processes, services, and outcomes are consistent regardless of which sub-recipients provide those services and at what location. FRWDB staff utilizes standard agendas and performance reports for all Council/Committee meetings to ensure that the FRWDB is addressing performance and continuous improvement needs.

**2. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.**

As described in Section B1 on page 2, the FRWDB maintains six (6) One-Stop locations to serve urban and rural populations. All partners are not physically in all locations due to manpower and resource constraints. In the event partners are not physically located at one (1) of the One-Stop locations, staff will utilize technology for partner referrals and co-enrollment services to ensure participants

have access to all services in the One-Stop delivery system. Technology includes I-Train common intake case management system, e-mail, cloud data repositories, etc.

3. **Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.**

FRWDB conducts biennial Program and Physical Assessments of the One-Stop system, following the methodology established by the EDD Workforce Services Division.

Additionally, training in disability awareness, etiquette and cultural diversity is mandated for all contractor staff with direct public contact and their management. The disability awareness training was developed in collaboration with the Pacific ADA Center. The cultural diversity training was developed in collaboration with the San Francisco Workforce Investment Board staff.

Department of Rehabilitation staff is available to provide technical assistance and training to One-Stop and partner staff in the areas of disability awareness and competitive integrated employment.

The FRWDB established local policy to facilitate the swift response in meeting the needs of disabled individuals. The FRWDB established local policy in order to address our multi-lingual population to identify translation service needs across a wide spectrum of languages.

Upon identification of specific disability, One-Stop staff will provide appropriate reasonable accommodations to ensure all services are accessible.

4. **Provide a description of the roles and resource contributions of the AJCC partners.**

Overall, the role of the partners is to maximize their impact by braiding their services, through referral and co-enrollment that result in easing access for participants who are in need of multiple agencies' services. Each partner has the ability to assess participants and determine what is needed so that they can be successful in securing gainful employment. In cases where it is not practical for a partner to be physically located at a One-Stop, technology will be used to facilitate the delivery of services.

Each partner will contribute resources to the local One-Stop system to support One-Stop operations, providing technical assistance to partner staff, and when possible, funding in support of needed system operational infrastructure.

The partner's areas of expertise are:

| Partner  | Expertise  |
|--|--|
| State of California Employment Development Department  | Unemployment Insurance, Labor Market Information, Trade Adjustment Assistance, Veterans Services, Work Opportunity Tax Credit, California Training Benefits, Fidelity Bonding, Rapid Response, Employment Workshops. |
| Department of Rehabilitation   | Services to the temporarily or permanently disabled in order to secure gainful employment; employment accessibility for the disabled.  |
| Fresno County Department of Social Services  | Temporary Assistance for Needy Families, General Relief, CalFresh, Cal Works, MediCal, Job Fairs.  |
| Fresno Economic Opportunities Commission   | Low Income Energy Assistance and Women, Infants and Children (WIC); Youth Build, Other Community Service Block Grant Services.   |
| State Center Adult Education Consortium  | Adult Literacy Services, Vocational Training.  |
| West Hills Adult Education Consortium  | Adult Literacy Services, Vocational Training.  |
| West Hills Community College District  | Satellite One-Stop Facility, WIOA Adult and Youth Services.  |
| American Association of Retired Persons Foundation – Senior Community Service and Employment Program | Employment workshops, assessments, group/individual counseling, short-term pre-vocational services and assistance for seniors.   |
| Job Corps  | Work Experience for youth and young adults.  |
| Proteus, Inc.  | Services to Migrant Seasonal Farmworkers.  |
| Small Business Administration  | Technical assistance, workshops and grants for small business.   |
| Fresno Housing Authority   | Low cost housing for highly-barriered, low income persons.   |
| California Indian Manpower Consortium  | Educational, employment and supportive services to highly-barriered Native Americans.  |

\*Additional partners will be added as the need is recognized.

5. **Include an appendix in each local plan of copies of executed MOUs or cooperative agreements which define how all local services providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to the other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.**

- AARP Foundation – Senior Community Service Employment Program
- State of California Department of Rehabilitation
- Fresno County Department of Social Services
- State of California Employment Development Department
- Fresno Economic Opportunities Commission
- Job Corps
- Proteus, Inc.
- State Center Adult Education Consortium
- West Hills Adult Education Consortium

**6. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in the local plans their strategies to provide Indian and Native Americans equal access to AJCC services.**

The FRWDB works closely with the local California Indian Manpower Consortium (CIMC), a partner agency of the One-Stop system. WIOA program staff works closely with CIMC staff to provide referrals and co-enrollment opportunities to provide Indian and Native American access to all WIOA and partner services in the One-Stop.

**7. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.**

The FRWDB works closely with the Migrant Seasonal Farmworker (MSFW) program partner agency in Fresno County to ensure services for MSFW programs services are available for eligible agricultural participants. MSFW staff is currently co-located in one (1) of the affiliate sites and the WIOA program staff works closely with MSFW staff to provide referrals and co-enrollment opportunities.

**8. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.**

FRWDB and One-Stop service provider staff will provide information, including skill sets and qualifications, on regional sector career pathways. The staff will provide career coaching to assist participants in conducting market research into job and/or training opportunities in occupations that align with the regional sector pathways identified in the Regional Plan.

The FRWDB works with local community colleges and training providers at the local and regional level to identify and develop employer-driven training programs. These programs will provide eligible participants training services for occupations identified in the regional sector career pathways described in section 3, b on page 6.

**E. Required Information Pertaining to Specific Programs, Populations, and Partners**

**1. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried**

**out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.**

**Regional Economic Development**

The FRWDB will work with Regional Economic Development Partners on, by not limited to, the following:

- *Career Pathways Trust*
- *Central Region Consortium*
- *Central California Workforce Collaborative*
- *Central California Economic Development Collaborative and local Comprehensive Economic Development Strategy / Economic Development Corporation*
- *Sector Navigators*
- *California Partnership for the San Joaquin Valley*
- *State Council of the Society for Human Resource Management*
- *State Government*
- *Council of Governments*
- *Small Business Administration/Small Business Development Center*
- *Go-Biz*
- Training Providers
- California Manufacturing Technology Consulting

At a local level, the FRWDB Business Services Center (BSC), a physical facility separate from our regular participant One-Stop, provides multiple resources for entrepreneurial, incubation, and micro-enterprise services. Services provided through the BSC include:

- Conference room accommodations that include the use of electronic equipment.
- Human Resources (HR) / Workforce / Payroll Workshops, etc.
- Information Technology and turn-key office space.
- Fresno4Biz website, which includes an automated referral process to partners, online tools, event calendar, etc.
- HR Advisory Hotline.
- Small Business Certification assistance.

Services for entrepreneurial training and incubation and micro-enterprise services for business startup are provided through a referral process utilizing the following Fresno4Biz partners:

- Small Business Development Center
- Lyles Center for Entrepreneurship and Innovation
- Small Business Administration
- Water Energy Technology Center
- Community Development Financial Institute
- Service Core of Retired Executives
- Fresno Economic Development Corporation

- US Department of Commerce
- Fresno Area Hispanic Foundation
- Go-Biz

2. **Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.**

Basic Career Services: The following Basic Career Services are made available to all individuals seeking services offered at all One-Stops, and include the following:

- Program Eligibility
- Outreach, Intake, and Orientation
- Sector Based Orientations
- Initial Assessment
- Partner Referrals
- Labor Market Information
- Training Provider Performance and Cost Information
- Local Performance
- Supportive Services Information
- Unemployment Insurance Information Assistance
- Financial Aid Information

Intake and Enrollment Activities:

- Intake
- Enrollment

Individualized Career Services: Individualized Career Services are subject to priority of service, and consist of the following:

- Comprehensive and specialized assessments of the skill levels and service needs of Adults and Dislocated Workers, which include the following:
  - WorkKeys – Job Skills Assessments
  - O\*Net™ Career Exploration Tools
  - Development of an Individual Employment Plan
  - Group counseling
  - Individual counseling
  - Career coaching
  - Job search assistance
  - Short-term pre-vocational services
  - Internships and work experiences linked to careers
  - Workforce preparation activities
  - Financial literacy services
  - Out-of-area job search assistance and relocation assistance
  - English language acquisition and integrated education and training programs
  - Referrals to vocational training services
  - Job search and placement assistance

Training Services: Upon completion of orientation and assessments, customers may be deemed appropriate for Training Services. Training Services are subject to priority of service, and consist of the following:

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

**3. Provide a description of how the Local Board will coordinate Rapid Response activities carried out in the local area.**

Through the FRWDB BSC, our dedicated staff uses the following methodologies and resources to provide Layoff Aversion and Rapid Response activities to Fresno County employers and employees.

**Layoff Aversion**

Industry sectors whose strength will have the most significant impact on the future of the workforce area are the most appropriate targets for layoff aversion efforts. The FRWDB will take into consideration key factors for the following priority sectors:

- Industries that pay middle-class wages and benefits and offer job and training ladders for low-income populations
- Industries that create greater economic spin-off activity, i.e., the multiplier effect
- Industries that drive productivity gains in the economy and provide customers for advances in technology
- Industries that offer diversification of the economy
- Industries that provide a foundation for new industry clusters
- A combination of industries that provide the greatest positive impact for the region

Early Warning System: The Early Warning System (EWS) is a network that identifies and tracks vulnerable companies and industry sectors that might benefit from layoff aversion strategies. The EWS identifies companies at risk of closing or moving operations before actual decisions are made by the companies to shut down or move.

The FRWDB's EWS network includes a vast array of community partners such as, but not limited to, the following:

- Local, state, and federal agencies
- Chambers of commerce
- Industry groups
- Labor and management associations
- Telecommunications/media companies
- Community-based and community development organizations

Detecting early warning indicators is a strategy that complements other information gathered through the EWS network and aids in identifying and tracking companies in possible distress.

The FRWDB uses the following identifiers, such as, but not limited to:

- Worker Adjustment and Retraining Notification Act (WARN) notices, which is useful in analyzing layoff activity by industry sector and occupations being laid off
- Major trade journals, business journals, and local or regional newspapers
- Dun & Bradstreet or Experian. These companies provide information on companies and industries under stress. Relevant information can be found in the financial stress score and the commercial credit score.
- Direct referrals
- Changes in management behavior
- Removal of equipment
- Cash crunch/irrational cutbacks

Business Services: The BSC, utilizing staff and procured contractors, provide Layoff Aversion services in the following manner:

Pre-Feasibility Studies: Pre-feasibility studies provide objective evidence as to the likelihood of an employer remaining operational and, if so, under what conditions.

Typical prefeasibility studies assess the employer's business operations such as, but not limited to, the following areas:

- Organizational Structure
- Marketing
- Operations/Manufacturing
- Financial

Asset Mapping: Asset mapping identifies resources in the community and provides an inventory of key resources in local workforce development areas. Asset mapping includes entities such as, but not limited to, the following:

- Local, state, and federal agencies
- Chambers of commerce
- Industry groups

- Labor and management associations
- Telecommunications/media companies
- Community-Based Organizations

Business Turnaround Services: Business turnaround services are provided when it is determined that an employer needs intervention beyond the menu of services provided by the EWS network and community partners. Services will be provided through an outside entity with expertise in business turnarounds. Potential employers must be thoroughly assessed for intervention suitability based on early warning indicator data.

Specific business turnaround services include the following:

- Financial restructuring
- Operations and cost management
- New market and product development assistance
- Production of business plans, financial projections, and financing memorandums
- Developing labor management partnerships
- Assistance in acquiring new equipment;
- Assistance with training grants
- Assistance with loans and guarantees

Incumbent Worker Training: To assist in averting layoffs, Incumbent Worker Training (IWT) can be provided. Such training is an important strategy for meeting an employer's needs for qualified workers and can take place in or out of the workplace and during or after employees' work hours. Employer and worker assessments are conducted to determine whether the provision of IWT is appropriate.

Work Share Unemployment Compensation Program: The Work Share Unemployment Compensation Program (Work Share Program) offers an alternative to employers facing a reduction in force. Under the Work Share Program, an employer reduces the hours of work each week among a specific group of employees instead of laying off the employees. Wages lost to the employee due to reduced hours are offset by the receipt of UI benefits.

### **Rapid Response**

The FRWDB coordinates the Rapid Response team for the delivery of WIOA Rapid Response services for Fresno County. The FRWDB does extensive outreach to employees affected by layoff or closures, to provide timely transitional re-employment services through the One-Stop system. The Rapid Response team includes:

- FRWDB
- EDD
- Fresno County Department of Social Services (public assistance)
- Covered California
- Community Housing Council
- Fresno4Biz (entrepreneurship)
- Other resources (i.e., PG&E, phone, and internet)

The FRWDB participates in the Regional Rapid Response Roundtables and is the Lead Rapid Response Coordinator for the Central Valley. The Roundtables focus on sharing best practices that are of value to businesses and employees.

#### **Trade Adjustment Act Overview**

When a company closure, downsizing, or relocation is caused by foreign competition, FRWDB and EDD partner to provide TAA and WIOA services to the affected employee(s) as needed.

**4. *Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.***

The FRWDB Youth Council has adopted the Academic Excellence Model (AEM). The AEM provides a comprehensive array of services that promote and ensure that all youth have the skills needed to enter and succeed in higher education and future career opportunities of their choice. The goal of the AEM is to empower youth to achieve academic goals and prepare them to obtain employment in today's workforce.

The AEM is designed as a two (2)-tiered service delivery model that focuses on academic and career services ensuring that youth meet minimum academic requirements prior to being provided career services.

The FRWDB Youth Program ensures that all Youth, including Youth with disabilities and limited English skills, receive the same level of required services to ensure successful outcomes for these populations.

The following 14 mandated WIOA Youth elements are provided based on individual need through direct services or referrals to partner or community agencies:

- Tutoring and study skills
- Alternative secondary school services, or dropout recovery services, as appropriate
- Paid and unpaid work experiences
- Occupational skill training
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
- Leadership development opportunities
- Supportive services
- Adult mentoring for duration of at least 12 months that may occur both during and after program participation
- Follow-up services, for at least 12 months after the completion of participation
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling, as well as referrals to counseling, as appropriate to the needs of the individual Youth
- Financial literacy education

- Entrepreneurial skills training
- Services that provide labor market and employment information and in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services
- Activities that help Youth prepare for and transition to post-secondary education and training

The All Youth One System (AYOS) collaborates with various community organizations to provide referrals to provide additional family support as needed. The FRWDB collaborates with various educational institutions, such as Fresno County Office of Education and associated school districts and local higher education consortia to develop career pathways in high-demand occupations.

The AYOS will continue to work with Fresno County school districts, ROP/career technical education programs, and adult schools to assist with the dropout recovery rate and build a workforce ready talent pipeline towards post-secondary education, apprenticeship programs, advanced training, and employment.

Emphasis is placed on quality and effective year-round, wrap-around services that focus on academic excellence and career guidance by utilizing the elements of WIOA.

**5. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.**

The FRWDB is working to deepen our partnerships with secondary and post-secondary education programs throughout Fresno County. While the local community colleges, adult schools and K-12 programs have historically been strong partners with the FRWDB, WIOA presents exciting opportunities to think creatively around ways to better serve Fresno County job seekers, including adults and youth. Some promising practices for collaboration are listed below:

- Career Exploration
- Co-location
- Shared Planning
- Industry Driven Curricula: Utilizing special grant funds, the FRWDB has convened community colleges in Fresno County and throughout the region for the purpose of:
  - Accelerating the curriculum approval process.
  - Analyzing Prior Learning Assessments.
  - Analyzing curricula through the “eye of industry”.
  - Creating Stackable Credentials.
  - Creating reciprocity with existing construction trade apprenticeships.
  - Creating new apprenticeships.
  - Incentivizing best practices.
  - Developing competency-based assessment and education.
  - Identifying Career Technical Education common course descriptors.

- Identifying multi-sector skills.
- Linking with soft skills training.
- Secondary Education: The FRWDB is working directly with K-12 districts that have implemented successful Career Pathways and have, or are, attempting to articulate coursework to the community colleges for local and regional high-demand occupations.

**6. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.**

WIOA provides program guidelines for supportive services for Adults and Dislocated Workers defined in WIOA Sections 3(59) and 134(d)(2) and (3). Youth are defined in WIOA Section 29(c)(2)(G).

Supportive Services include:

- Assistance with clothing, food, housing, tools, and union fees.
- Transportation assistance, such as bus passes, car repair, and mileage.
- Needs-related services payments.

Supportive Services are provided through a multitude of sources, including WIOA-funded Supportive Services and partner provided Supportive Services. Based on individual assessment and availability of funds, Supportive Services may be awarded to eligible participants. Supportive Services awards are intended to enable an individual to participate in WIOA-funded programs and activities to secure and retain employment.

The FRWDB will work with community based transportation providers to enhance transportation accessibility in under-served areas.

**7. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One-Stop delivery system.**

FRWDB staff meets regularly with EDD Wagner-Peyser staff to discuss service delivery ideas and issues. EDD and FRWDB staff collaborates to deliver Rapid Response orientation to impacted workers. The FRWDB partners with EDD to jointly serve WIOA participants enrolled in the Trade Adjustment Assistance program and veteran services.

EDD staff is co-located at the Fresno One-Stop Comprehensive Center. FRWDB WIOA provider staff is also co-located at the EDD Mendota office. FRWDB staff is currently in working with EDD staff to co-locate WIOA staff at the Fresno EDD office. Provider staff attends EDD Reemployment and Eligibility Assessment orientations to provide information on available WIOA services. In addition, FRWDB and provider staff works with EDD staff to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

8. **Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.**

The FRWDB refers job seekers in need of basic education and literacy to local adult education providers. All participants receiving Individualized Career Services may access educational services provided by the various adult schools in Fresno County, which may include Adult Basic Education, General Equivalency Diploma, English as a Second Language, computer classes, etc.

When the California Department of Education requests applications for Adult Education Title II Education and Literacy Activities, the FRWDB will disseminate those applications to experts on staff and from our Workforce Board for review. Readers will consider how the applications complement the Local Workforce Development Plan. The FRWDB will make recommendations to the applying agency to promote alignment and concurrent enrollment, as appropriate. The FRWDB will also ensure that Title II program applicants have been given access to the Local Plan as they are developing their applications for funding.

*Note: Local plan content pertaining to the analysis of and provision of services to target populations and/or individuals with barriers to employment and must assess and address the need to provide services to the foreign born and limited English proficient individuals.*

#### **F. Relevant Information Pertaining to Grants and Grant Administration**

1. **Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).**

The County of Fresno and the City of Fresno are designated as the chief elected official through a Joint Powers Agreement (JPA). Through the JPA, the FRWDB has been designated for the purpose of carrying out job training and employer programs. The FRWDB, as determined by the JPA, approves awards for WIOA grant funds.

2. **Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.**

The FRWDB utilizes a competitive procurement process, including Request for Proposals and Request for Quotes, to award all sub-grants and contracts for the selection of the One-Stop Operator and all WIOA Title I Adult, Dislocated Worker and Youth services.

The FRWDB conducts a competitive procurement process for the One-Stop Operator and Adult and Dislocated Worker services every four (4) years and every five (5) years for Youth services.

**G. Relevant Information Pertaining to Performance Goals**

1. **The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area. Additional information from the State Board on performance negotiation will be forthcoming.**

The FRWDB, in conjunction with regional partners, has proposed local performance goals for the following federally mandated performance indicators for Adult, Dislocated Worker, and Youth participants:

- Second Quarter Employment
- Fourth Quarter Employment
- Median Earnings
- Credential Attainment

Participant data will be provided through CalJOBS for the purpose of establishing local area levels for the additional indicator of Measurable Skills Gains for Program Years (PY) 2016-2017 and 2017-2018.

The following tables provide goals that were negotiated with the State of California for the FRWDB's initial performance outcome levels.

**Adult – PY 2016-2017**

| Indicator                          | State Goal | Local Proposed Goal |
|------------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Employment | 65.0%      | 70.0%               |
| 4 <sup>th</sup> Quarter Employment | 62.5%      | 64.0%               |
| Median Earnings                    | \$4,957    | \$6,380             |
| Credential Attainment              | 52.9%      | 60.5%               |

**Adult – PY 2017-2018**

| Indicator                          | State Goal | Local Proposed Goal |
|------------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Employment | 68.0%      | 71.5%               |
| 4 <sup>th</sup> Quarter Employment | 65.5%      | 65.5%               |
| Median Earnings                    | \$5,157    | \$6,500             |
| Credential Attainment              | 55.9%      | 62.0%               |

**Dislocated Worker – PY 2016-2017**

| Indicator                          | State Goal | Local Proposed Goal |
|------------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Employment | 68.0%      | 73.0%               |
| 4 <sup>th</sup> Quarter Employment | 66.5%      | 67.0%               |
| Median Earnings                    | \$7,308    | \$7,500             |
| Credential Attainment              | 60.0%      | 60.5%               |

**Dislocated Worker – PY 2017-2018**

| Indicator                          | State Goal | Local Proposed Goal |
|------------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Employment | 71.0%      | 74.5%               |
| 4 <sup>th</sup> Quarter Employment | 69.5%      | 70.0%               |
| Median Earnings                    | \$7,523    | \$7,725             |
| Credential Attainment              | 63.0%      | 63.0%               |

**Youth – PY 2016-2017**

| Indicator                         | State Goal | Local Proposed Goal |
|-----------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Placement | 62.4%      | 55.0%               |
| 4 <sup>th</sup> Quarter Placement | 64.2%      | 53.0%               |
| Median Earnings                   | Baseline   | Baseline            |
| Credential Attainment             | 54.7%      | 53.7%               |

**Youth – PY 2017-2018**

| Indicator                         | State Goal | Local Proposed Goal |
|-----------------------------------|------------|---------------------|
| 2 <sup>nd</sup> Quarter Placement | 65.4%      | 55.0%               |
| 4 <sup>th</sup> Quarter Placement | 67.2%      | 53.0%               |
| Median Earnings                   | Baseline   | Baseline            |
| Credential Attainment             | 57.7%      | 55.7%               |

**H. Relevant Information Pertaining to Federal High Performance Board (HPB) Efforts****1. Identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:**

- **WSD15-14 – WIOA Adult Program Priority of Service**
- **WSD15-12 – WIOA Memorandum of Understanding**

FRWDB staff has developed and implemented a local policy that clearly defines and specifies the priority of service requirements as outlined in WSD 15-14.

FRWDB staff has developed a template Memorandum of Understanding (MOU) based on the guidance outlined in WSD15-12. The FRWDB will work with local partners to negotiate commitments of resources and cost allocations. Management from each partner will review the MOU prior to final signatures. All MOUs and Resource Sharing Agreements (RSAs) will be approved by the FRWDB and local chief local elected officials. MOUs and RSAs will be reviewed on an annual basis and updated as needed.

**2. Provide a narrative description of the way the Local Board will assess the effectiveness of AJCCs in each of the foregoing areas.**

- **An assessment of leadership, planning and collaboration (how well are core programs involved and aligned?)**

FRWDB staff will schedule quarterly meetings with all the core partners to monitor the system and implement continuous improvement plans in the following areas:

- Identification of areas where we can integrate services on an ongoing basis.
- Identification of gaps in service delivery.
- Improvement of service delivery based on continual feedback.

- ***An assessment of customer-focus and customer-centered design (do clients get the services they need?)***

FRWDB staff will work with WIOA, One-Stop, and partner staff to develop a participant-centered design process for implementation.

- ***An assessment of the manner in which the One-Stop will enable skills attainment leading to industry recognized credentials and degrees (does the One-Stop help move those with barriers to employment on a path to skills development?)***

The FRWDB has long-term established processes to enable participants to address barriers, if needed. The FRWDB identifies career paths based on assessments and assists participants in enrollment into qualified training programs to obtain industry recognized credentials and degrees in their chosen occupation.

- ***An assessment of the way the One-Stop will use data for continuous improvement (do One-Stop Operators utilize performance data to improve service delivery?)***

The FRWDB will use our existing data analysis and reporting tools (I-Train common intake management system). Staff will continue to work with partners in attempting to solve the problem of data sharing and reporting across partners. Additionally, staff is working with existing partners on a pilot program to build cross-system data capacity.

- ***An assessment of professional development and staff capacity building (are frontline staff trained on the requirements of WIOA, the policies required under the State Plan, and to provide high quality, customer-focused services?)***

Cross training is provided for WIOA partners and One-Stop provider staff. FRWDB staff provides technical assistance and training on federal, state, and local policies to One-Stop provider staff. FRWDB staff will work with One-Stop provider staff and WIOA partners to identify skills gaps in training and work with the WIOA Regional Training Coordinator to identify training opportunities to bridge those gaps.

- ***An assessment of employer engagement and focus on high growth sectors (is programming aligned with regional labor market dynamics?)***

The San Joaquin Valley Regional Planning Unit has completed the first regional employer survey. A copy of the survey is available for download at <http://www.workforce-connection.com>. They are working with employers and employer groups, such as the San Joaquin Valley Manufacturing Alliance, to continue to develop processes to engage employers under WIOA and special grants such as Slingshot.

- ***An assessment of physical and programmatic accessibility for individuals with disabilities.***

Currently, FRWDB staff performs biennial program and facilities assessments for accessibility for all individuals wherever WIOA services are provided. One-Stop staff identifies needs of the individual to provide appropriate services for accessibility, such as interpreters, resource guides, and special equipment.

## ***I. Relevant Information on Training Activities***

1. ***The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.***

The FRWDB has written policy and procedures for awarding Individual Training Accounts (ITAs) to eligible Adults, Dislocated Workers and Youth, including dollar and/or duration limits. One-Stop staff assesses and guides participants to assist them in identifying appropriate career pathways based on their individual skills and goals. Training is prioritized for local industry sectors in high-demand occupations.

ITAs can include:

- Occupational skills training, including training for nontraditional employment.
- Programs that combine workplace training with related instruction.
- Training programs operated by the private sector.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Pre-/registered apprenticeship training.

Other training includes:

- Work Based Learning such as OJT, paid work experience and internships.
- Incumbent Worker and/or Customized Training for employed workers.
- Cohorts and other apprenticeship-like models.
- Transitional jobs to establish job history.

## ***J. Public Transparency, Accessibility and Inclusivity Information***

1. ***The local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities.***

The draft Local Plan was posted on the FRWDB website for a 30-day public comment period. The public and all local, state and federal agencies were invited to review the draft Plan and submit comments in writing, via email or fax. Additionally, public meetings were held in Fresno County that provided the general public, community organizations, and city and county representatives the opportunity to make comments.

All questions and comments generated during the public comment period are shared with the FRWDB Committees and Councils, and the FRWDB members. All comments receive a final review by the Fresno County Board of Supervisors and Fresno City Council when the Plan is submitted to their board/council for final approval.

**K. *Relevant Information Pertaining to Common Intake and Case Management Efforts***

**1. *Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.***

The FRWDB has been using the same common intake case management system since 2003. The software application, I-Train, has provided the FRWDB with significant flexibility to track participant data and to manage participants in our local area.

Within I-Train we track all the required data as documented by the State including the following:

- Eligibility
- Participation
- Service delivery
- Training and supportive service expenditures
- Outcomes
- Follow-up
- Individual plans
- Case notes

Intake for WIOA is currently performed in a four (4)-step process for adults:

- Registration in I-Train as an Adult Basic Career Service client
- Take basic skills assessments
- Attend a Self-Reliance Team interview to assess barriers and recommend referrals, including to WIOA
- Eligibility determination and creation of the WIOA full application

Youth intake is performed in a similar manner, as follows:

- Attend youth entrance interview
- Take basic skills assessments
- Recommend referrals, including to WIOA

- Eligibility determination and creation of the WIOA full application

The State data is uploaded to CalJOBS daily, as required. This ensures the data on CalJOBS is timely.

The flexibility we realize by using I-Train provides us with the ability to work closely with our WIOA partners locally to monitor co-enrollments across programs. Specifically, we intend to work with our partners to document the results of referrals to and from the One-Stop system. Utilizing technology to notify each other of referrals will allow us to anticipate participants' arrival and to have a direct contact to each other's case managers. Additionally, with web-based reporting we anticipate developing reports for partners to analyze the characteristics of their co-enrolled clients.

#### **L. Other Miscellaneous Information Requirements**

1. **Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.**

The FRWDB Local Plan will be posted to the FRWDB website and will be available for download by Title II programs. Copies of the Plan will also be provided to Title II programs upon request.

2. **Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).**

As stated in WIOA Section 134(c)(3)(E), priorities of services, regardless of funding levels, must be provided to recipients of public assistance, other low-income individuals, or individual who are basic skills deficient.

Priority of service status is established at the time of eligibility determination and does not change during the period of participation.

Veterans and eligible spouses continue to receive priority of service among all eligible adult participants; however, they must meet the WIOA Adult Program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E).

As outlined in the guidance provide in the EDD Workforce Services Directive WSD 15-14, priority will be provided in the following order:

- Veterans and eligible spouses, who are also recipients of public assistance, are low income or are basic skills deficient.
- Adults who are recipients of public assistance, are low income, or are basic skills deficient.

3. **Identify the portions of the local plan that are being handled in the narrative content of the regional plan.**

The Regional Plan narrative includes the regional labor market, economic, and background analyses required in local planning efforts. It also includes a

description of career pathways in the region and recommendations for further action on the pathways to meet regional industry needs.

**M. Attachments:**

Attachment 1: Local Board Assurances

Attachment 2: List of comprehensive One-Stops and AJCC Partners in the Local Area

Attachment 3: AJCC Memorandums of Understanding (copies are available upon request)

Attachment 4: Local Area Grant Recipient Listing.

Attachment 5: Local Board Bylaws (copy available upon request)

**Local Board Assurances**

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures that:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in Workforce Innovation and Opportunity Act (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing. (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board 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.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6]).
- H. The Local Board certifies that its America's Job Center of California<sup>SM</sup> (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the Ralph Dills Act. (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIA Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

**ATTACHMENT 2**

**Fresno Regional Workforce Development Board  
& Partner Workforce Services Centers**

|  |   |   |
|--|---|---|
| <p>A. Workforce Connection Manchester<br/>Arthur Moss-559.230.1100<br/>3302 N. Blackstone Ave.<br/>Suite 155, Fresno CA 93726</p> <p>B. Workforce Connection - West<br/>559-445-6747<br/>2555 S. Elm Ave., Fresno CA 93706</p> <p>C. Dept. of Social Services – Fresno<br/>559.600.2650<br/>1209 E Street<br/>Fresno, CA 93706</p> <p>D. Ca. Department of Rehabilitation<br/>559.445.6011<br/>2550 Mariposa Mall, Rm. 2000<br/>Fresno, CA 93721</p> <p>E. Migrant Seasonal Farm Worker-Fresno<br/>3454 E. Date Ave.<br/>Fresno, CA 93725<br/>559.473.4485</p> | <p>F. Workforce Connection/Dept. of Social Services - Reedley<br/>Cynthia Rye –<br/>559.637.2444<br/>DSS – 559.637.2971<br/>1680 E. Manning Ave.<br/>Reedley, CA 93654</p> <p>G. Migrant Seasonal Farm Worker- Sanger<br/>1849 Academy Ave.<br/>Sanger, CA 93657<br/>559.875.7146</p> <p>H. Workforce Connection - Selma<br/>Adolfo Recinos-<br/>559.891.0135<br/>MSFW-559.891.0135<br/>3706 McCall Ave. Suite 116<br/>Selma, CA 93662</p> <p>I. Dept. of Social Services – Selma<br/>559.600.5205<br/>3800 McCall Ave.<br/>Selma, CA 93662</p> | <p>J. Migrant Seasonal Farm Worker- Kerman<br/>437 S. Madera Ave.<br/>Kerman, CA 93630<br/>559.473.4489</p> <p>K. Workforce Connection Coalinga<br/>Robert Pimentel-<br/>559.937.2793<br/>300 Cherry Ln. Bldg. A,<br/>Coalinga, CA 93210</p> <p>L. Dept. of Social Services – Coalinga<br/>559.600.6300<br/>311 Coalinga Plaza<br/>Coalinga, CA 93210</p> <p>M. Workforce Connection Firebaugh<br/>Robert Pimentel-559-937-2793<br/>1511 9<sup>th</sup> St.,<br/>Firebaugh, CA 93622</p> <p>N. Business Service Center<br/>7475 N. Palm Ave., Suite 105<br/>Fresno, CA 93711<br/>559.230.4062</p> |
|--|---|---|

**STATE of CALIFORNIA  
LOCAL AREA GRANT RECIPIENT LISTING**  
[WIOA Sections 107(d)(12)(B)(i)]

**Fresno**

**(Name of Local Workforce Development Area)**

| <b>ENTITY</b>   | <b>ORGANIZATION</b>                             | <b>CONTACT<br/>(NAME/TITLE)</b>          | <b>MAILING ADDRESS<br/>(STREET, CITY, ZIP)</b>  | <b>TELEPHONE, FAX,<br/>E-MAIL</b>                                 |
|---|---|--|---|---|
| Grant Recipient<br>(or Subrecipient<br>if applicable) | Fresno Area Workforce<br>Investment Corporation | Blake Konczal<br>Chief Executive Officer | 2125 Kern Street, Suite 208<br>Fresno, CA 93721 | 559-490-7102<br>559-490-7199<br>bkonczal@workforce-connection.com |
| Fiscal Agent  | Fresno Area Workforce<br>Investment Corporation | Blake Konczal<br>Chief Executive Officer | 2125 Kern Street, Suite 208<br>Fresno, CA 93721 | 559-490-7102<br>559-490-7199<br>bkonczal@workforce-connection.com |
| Local Area<br>Administrator                           | Fresno Area Workforce<br>Investment Corporation | Blake Konczal<br>Chief Executive Officer | 2125 Kern Street, Suite 208<br>Fresno, CA 93721 | 559-490-7102<br>559-490-7199<br>bkonczal@workforce-connection.com |
| Local Area<br>Administrator<br>Alternate              | Fresno Area Workforce<br>Investment Corporation | Blake Konczal<br>Chief Executive Officer | 2125 Kern Street, Suite 208<br>Fresno, CA 93721 | 559-490-7102<br>559-490-7199<br>bkonczal@workforce-connection.com |

|   |           |  |      |
|---|-----------|--|------|
| Brian Pacheco, Chairman                         |           |  |      |
| Chief Local Elected Official (County of Fresno) | Signature |  | Date |
| Lee Brand, Mayor                                |           |  |      |
| Chief Local Elected Official (City of Fresno)   | Signature |  | Date |
|   |           |  |      |