

Program Year 2025 – 2028 Local Plan

Fresno Regional Workforce Development Board



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I. INTRODUCTION and OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Fresno Regional Workforce Development Board (FRWDB) has developed a four (4)-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.

FRWDB represents the City of Fresno and the County of Fresno and serves all communities within the county's boundaries. Pursuant to this partnership, a non-profit organization, the Fresno Area Workforce Investment Corporation (FAWIC) has been established and functions as the administrator for workforce programs within the local workforce development area (LWDA). Throughout this Plan, for ease of review, the entity responsible for workforce program administration, oversight, and service delivery is generally referred to as FRWDB.

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 all of Fresno County as Workforce Connection 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. Fresno Regional Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each LWDA. The area's chief local elected officials appoint members to the WDB. Locally, the Mayor of the City of Fresno and the Fresno County Board of Supervisors fulfill this function. Local 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.

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 the development of the Local Plan, along with the associated Regional Plan, is a primary responsibility of the WDB.

C. Local Plans and the WIOA Planning Structure

FRWDB's Local Plan is best understood within the context of a three (3)-tiered planning structure envisioned by WIOA that requires the 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. Along with seven (7) other local areas, the Fresno County LWDA is part of the San Joaquin Valley and Associated Counties Regional Planning Unit (SJVAC RPU), which is one (1) of California's 15 workforce regions.

Local Plans: The Local Plan is intended to serve as a four (4)-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 FRWDB 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 (4) 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 FRWDB 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 FRWDB’s Program Years 25-28 Local Plan

Development of the Local Plan was the result of FRWDB’s internal discussions, as well as engagement with organizations and individuals throughout Fresno County who guide, contribute to, and benefit from workforce system services. As summarized in Attachment 1, a community and stakeholder forum was held. Developing the Plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. FRWDB’s executive leadership led the planning process on behalf of the local board. Completing the Plan took approximately six (6) months, after which it was made available for public review and comment, prior to being forwarded to the California Workforce Development Board for review.

F. Areas of Focus for the Workforce Development Board

The FRWDB has developed the following mission and vision statements to guide its work:

Mission: Under a Joint Powers Authority established between the City and County of Fresno, the FRWDB works in partnership with the public and private sectors to

assist local businesses in meeting their human capital needs. Workforce system providers screen and train prospective new employees and assist in upskilling existing employees. By offering quality referrals and training services that are directly linked to local industry needs, the local workforce system benefits unemployed and underemployed clients.

Vision: To fully engage all available public and private resources to ensure that the Fresno Regional Workforce Development system is the premier source for the human capital needs of growth industry clusters within Fresno County; to integrate education and workforce preparation to assist the best companies in Fresno County to remain and thrive in our local community, achieving sustainable economic growth; and to concurrently assist our unemployed and underemployed residents to achieve a higher quality of life by accessing careers in growth industry sectors.

In 2024, members of FRWDB's Executive Committee held a strategic planning discussion during which they identified four core areas of focus for the board and the local workforce development programs they oversee. Included are:

1. Workforce Capacity in Key Industries

Major industries throughout Fresno County and the entirety of the San Joaquin Valley are facing challenges from climate, technology, and wide range of other factors. FRWDB will focus on preparing a pipeline of workers for industries facing emerging challenges, including those that are resilient to change and provide pathways to well-paid employment and career advancement. Industries for which services will be targeted include, but are not limited to, agriculture, agricultural manufacturing, construction, forestry, government, and green energy.

2. Workforce Skills

FRWDB aims to provide training and cultivate a workforce that is equipped not only with technical expertise, but also with social and emotional intelligence, encompassing essential workplace skills that are applicable across multiple industries and occupations. As the labor market changes, these skills will ensure that workers are able to readily adapt, grow, and succeed in the workplace.

3. Community Capacity and Resilience

Anticipating challenges outside the immediate purview of the board is critical to the success of the local workforce system. The board attempts to identify and formulate solutions to address community issues to minimize their impact on workforce system operations. Some community-wide issues that FRWDB will continue to examine include the availability of digital connections and technology; access to public education resources; and creating mechanisms for community input. Digital connectivity has been

identified as a significant challenge, and FRWDB's involvement in shaping policies can enhance digital access for workforce system participants. The workforce system also guides participants to various resources, enabling them to access public education programs and simplifying the process. FRWDB is also committed to working in collaboration with public education entities to streamline programs and schedules to provide working adults greater opportunities to enhance their education and skills.

4. Individual Workforce Readiness

The FRWDB seeks to enhance job seekers' individual workforce readiness by tackling digital literacy and the absence of fundamental digital skills that are crucial to competing for and securing well-paying jobs. Additionally, FRWDB believes that it is crucial to approach participants holistically, focusing on effective connections to services beyond the workforce system's immediate scope. Furthermore, at an early age, young individuals must be introduced to various career paths, thereby establishing a feeder system into the workforce programs that will equip them with job skills.

G. System Goals and 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 (4) years. As a result of these discussions, the following priorities have been identified:

- Increasing service accessibility
- Services for rural communities
- Support for refugees and English language learners
- Support for older workers
- Increasing digital skills and ability to utilize advanced technology
- Business partners and securing business input
- Support for entrepreneurs
- Workforce development system staff learning and development
- Greater resources

Section V of this Plan summarizes these and other issues, strategies, approaches, and key considerations that FRWDB and the system partners will examine over the four (4)-year course of this Plan.

II. WORKFORCE INNOVATION AND OPPORTUNITY ACT CORE AND REQUIRED PARTNER COORDINATION

The 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 (6) 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 13 other federally supported programs, make up the WIOA-mandated One-Stop partners. The FRWDB 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 WIOA.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Over the last 40 years, FRWDB has built strong and effective relationships with state and local agencies that represent the One-Stop partner programs. Over the next four (4) years, FRWDB looks forward to further enhancing coordination with each of the workforce system partners.

Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the 19 federal One-Stop partner programs with which the FRWDB has entered into an MOU.

Federal Partner Programs	MOU Partner
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	<ul style="list-style-type: none"> Fresno Regional Workforce Development Board
WIOA Title II Adult Education and Literacy	<ul style="list-style-type: none"> State Center Adult Education Consortium West Hills Adult Education Consortium
WIOA Title III Wagner-Peyser	<ul style="list-style-type: none"> Employment Development Department
WIOA Title IV Vocational Rehabilitation	<ul style="list-style-type: none"> California Department of Rehabilitation
Carl Perkins Career Technical Education	<ul style="list-style-type: none"> State Center Community College District West Hills Community College District

Title V Senior Community Service Employment Program	▪ SER – Jobs for Progress
Job Corps	▪ Career Systems Development Corporation/San Jose Job Corps Center
Native American Programs (WIOA Section 166)	▪ California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	▪ Proteus, Inc.
Jobs for Veterans State Grants	▪ Employment Development Department
Youth Build	▪ Fresno Economic Opportunities Commission
Trade Adjustment Assistance (TAA)	▪ Employment Development Department
Community Services Block Grant	▪ Fresno Economic Opportunities Commission
Housing and Urban Development E&T	▪ Fresno Housing Authority
Unemployment Insurance (UI)	▪ Employment Development Department
Second Chance Act Grantee	▪ GRID Alternatives
Temporary Assistance for Needy Families (TANF)/CalWORKs	▪ Fresno County Department of Social Services

Memoranda of Understanding with System Partners

The general roles and responsibilities of each partner listed above are:

- Continuous partnership building between all parties.
- Continuous partnership building and planning that is responsive to state requirements.
- Continuous partnership between state and local representatives engaged in WIOA activities and related workforce preparation and development.
- Responsiveness to specific local and economic conditions, including employer needs.
- Adherence to strategic planning principles adopted by the WIOA for long range planning, including the requirement for continuous improvement.
- Adherence to common data collection and reporting, including needs for modification or change.
- Diligence in developing coordinated local leadership in workforce development.
- Responsiveness to participant/customer needs.
- Maintenance of system infrastructure.
- Shared technology and information.
- Performance management to measure the success of the local One-Stop system, overall, and to enhance performance in a spirit of quality management and continuous improvement; and
- Identification of each partner's appropriate contribution to meeting the performance standards negotiated between the State of California and FRWDB.

The MOU also indicates that infrastructure costs shall be allocated as follows:

- EDD, DOR, DSS, Fresno County Economic Opportunities Commission, and State Center Community College District contribute financially to the

infrastructure costs, allocated by square footage and communication costs for each partner, as outlined in the Resource Sharing Agreement.

- Communication Costs: Each partner shall be allocated the communication costs at the site based upon the percentage of the number of square feet the partner commits to use relative to the total space.
- In addition, partners contribute through the provision of in-kind services, such as assisting with the AJCC's Self-Reliance Team, assisting individuals in the resource room, and providing receptionist staff.

Coordination with AJCC Partner Programs

The following information summarizes the ways in which FRWDB, 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 (3) formula-funded programs are administered by FRWDB. Services are delivered at two (2) comprehensive and two (2) affiliate AJCCs.

WIOA Title II – Adult Education and Literacy: The State Center Adult Education Consortium, which serves Fresno and Madera counties and border communities in Tulare County, and the West Hills Regional Consortium provide WIOA Title II Adult Education and Literacy Services in the local area. Referrals are regularly made between the Title I and Title II programs, and many participants are co-enrolled. State Center Adult Education Consortium representatives visit the AJCCs to meet potential students. The consortium is also represented on FRWDB's Youth Council. When the California Department of Education solicits applications for services under the WIOA Title II Adult Education and Family Literacy Act (AEFLA) program, FRWDB staff reviews applications to determine how they complement the Local Plan.

WIOA Title III – Wagner-Peyser: Wagner-Peyser staff is co-located in the Workforce Connection AJCC Centers in Fresno and Mendota. In addition, FRWDB and AJCC staff work with EDD to coordinate marketing and outreach to Unemployment Insurance claimants, ensuring full access to all available WIOA services. EDD and FRWDB also collaborate on Rapid Response orientations for laid off workers, providing Reemployment Services and Eligibility Assessment (RESEA) workshops both in-person and online.

WIOA Title IV – Vocational Rehabilitation: WIOA Title IV staff are co-located at the West Shaw Comprehensive Workforce Connection Center. WIOA and DOR staff are cross trained in the eligibility requirements for each partner's services in order to ensure appropriate referrals. Regular meetings are held to discuss and enhance the referral process and co-enrollments. DOR staff is available to provide technical assistance and training to all AJCC and partner staff in areas such as disability awareness, assistive technology, service strategies, and the use of

competitive integrated employment. Partners also provide cross training to DOR staff.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs across the nation. The purpose of the act is to more fully develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. The community colleges and the adult schools, which are the primary recipients of Perkins funding in Fresno County, regularly make referrals to and receive referrals from staff of the AJCCs.

Title V Older Americans Act: SER – Jobs for Progress operates the Senior Community Service Employment Programs (SCSEP) that serves Fresno County Residents. The program offers outreach, intake, and orientation services; provides information and referrals to supportive services available to eligible persons; provides group presentations; provides older Americans workshops; provides group counseling services; offers short-term pre-vocational services; enrolls eligible seniors who are 55+, low income, and have barriers to employment; and provides part-time, temporary on the job training through community service assignments at local nonprofits and government agencies to enrolled participants. The Workforce Connection centers utilize the services of SCSEP participants, with service providers acting as the host employers.

Job Corps: Program representatives conduct eligibility determination for Job Corps services. Their principal activity at the AJCC is to promote the Job Corps program to potential applicants who are youth and young adults ages 16 to 24. The upper-age limit may be waived for individuals with disclosed disabilities who meet all other eligibility requirements. Fresno area youth and young adults are principally recruited for enrollment at the San Jose Job Corps Center, but may be referred to other sites, based on their career interests and preferences.

Native American Programs (WIOA Section 166): FRWDB works closely with the local office of California Indian Manpower Consortium, which is co-located in the West Shaw Workforce Connection comprehensive center and collaborates with WIOA staff to provide referrals and co-enrollment opportunities to provide Indian and Native American job seekers access to all WIOA and partner services available through FRWDB's local network of AJCCs.

Migrant Seasonal Farmworker Program (WIOA Section 167): FRWDB has a long history of collaboration with Proteus, Inc., which administers and operates the Migrant Seasonal Farmworker (MSFW) program in Fresno County to ensure MSFW programs services are available for eligible participants. WIOA program staff works with MSFW staff to provide referrals and co-enrollment opportunities. Proteus offers migrant and seasonal farmworker customers with basic career services, vocational

training, work-based learning, work readiness training, English as a Second Language, General Equivalency Diploma (GED) services, and supportive services. Vocational training includes programs teaching skills for truck drivers, forklift operators, solar panel installers, weatherization, and office automation.

Jobs for Veterans State Grants: EDD administers the Jobs for Veterans State Grants program and designated Disabled Veterans' Outreach Program, and Local Veterans' Employment Representatives specialists are stationed at the West Shaw comprehensive Workforce Connection center to assist veterans seeking employment.

Youth Build: In Fresno County, YouthBuild is embedded within the Fresno Economic Opportunities Commission (EOC's) Conservation Corps Program. Corps members are required to enroll and progress in an academic program concurrent with their full or part-time enrollment in the Conservation Corps' paid skill-building vocational training programs. Corps members lacking a high school diploma enroll in the on-site YouthBuild Charter High School of California.

Trade Adjustment Assistance Act: Trade Adjustment Assistance Act (TAA) is a federal program intended to provide aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program has offered a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Under TAA, workers were eligible for training, job search, and other reemployment services. Coordination with TAA generally included co-enrollment into WIOA, which provided multiple benefits, including TAA funds being used to cover all training costs. While TAA is technically a required partner program, it is currently an unfunded initiative and, except for work that exhausts the final federal allocation of funds, services have been suspended.

Community Services Block Grant: The Fresno EOC supports AJCC staff with referrals, depending on eligibility requirements, to any Community Services Block Grant services and any other services available through Fresno EOC, such as Women, Infants and Children services and Low-Income Home Energy Assistance, which are accessible at the West Shaw Workforce Connection center.

Unemployment Compensation: The Unemployment Insurance (UI) program is generally represented in the AJCCs by EDD's Wagner-Peyser staff. FRWDB and AJCC staff work with EDD staff to coordinate marketing and outreach to UI claimants, ensuring full access to all available WIOA services.

Temporary Assistance for Needy Families/CalWORKs: Fresno County Department of Social Services (DSS) staff is co-located at the comprehensive Fresno AJCC. DSS staff function as liaisons between AJCC WIOA partner staff and DSS participants

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

In every aspect of our operations, FRWDB attempts to identify and implement strategies to achieve efficiencies and to leverage resources on behalf of the participants we serve. Co-enrollment of job seekers into programs beyond WIOA has long been part of this approach. While we recognize that more work needs to be done to structure and strengthen our approaches to co-enrollment, we are prepared to work closely with workforce system partners to build upon existing approaches.

Current Efforts that Foster Co-Enrollment and Co-Case Management

There are many examples of ways in which FRWDB's AJCCs have collaborated with partners to jointly serve shared customers. For instance, under a state-funded project for English language learners, the AJCCs, WIOA Title II-funded education agencies, and several community-based agencies co-enrolled participants into education, workforce training, and support services programs to holistically support job seekers in achieving their employment goals.

FRWDB also pursues various methods of collaboration with partners that promote co-enrollment of participants in two or more programs. These include:

Acceptance of Partners' Assessment Results: AJCCs will accept WorkKeys, Comprehensive Adult Student Assessment Systems (CASAS), or Test of Adult Basic Education (TABE) assessments that have been administered by other organizations within the last six (6) months. Typically, the referring organization (e.g., adult education) has already enrolled the customers for which the assessment was administered.

Orienting Job Seekers to All Partner Programs: FRWDB's AJCCs conduct orientation sessions both in person and online. These sessions provide information on the One-Stop partner programs, thereby promoting not just WIOA, but various compatible programs and services.

Cross Training Staff: Under the direction of the One-Stop Operator, workforce system stakeholders participate in instruction, including cross-training, which enables staff to make informed referrals of clients to various programs.

Co-Location of Partners: The WIOA core program partners, along with many of the other One-Stop partners and local stakeholders, are co-located at FRWDB's Workforce Connection centers. WIOA staff may also be present at partner sites,

where they assist in supporting self-directed services and in making referrals to system partners.

Intensive Collaboration with Partners: One-on-one meetings with partners, such as representatives of the State of California Department of Rehabilitation (DOR), DSS, and Fresno County Child Support Services are common, as they help to maintain operational support of referral processes, track shared clients, and strategize regarding more effective forms of service delivery.

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

FRWDB has designed and implemented a service delivery system that reaches out to all communities across the county's more than 6,000 square miles. A combination of brick and mortar and virtual services make up our approach to reaching the widest possible range of jobs seekers, businesses, and system partners.

Remote Services Locations

To enhance accessibility to vital workforce development services, FRWDB will expand its reach by establishing satellite locations in underserved rural areas of Fresno County. These satellite offices will provide WIOA Adult, Dislocated Worker, and Youth program services to individuals in need of training, job assistance, and career development support.

Satellite locations will be strategically on both the west and east sides of Fresno County to address the unique needs of residents in these regions. Initially, satellite locations will be identified in the following rural communities.

- West Side: Coalinga
- East Side: Orange Cove

Satellites offices will be open from 8:00 a.m. to 5:00 p.m. Days of operations will be determined as facilities are identified. These locations were selected to address the workforce gaps and transportation challenges faced by rural residents who may otherwise struggle to access services. By offering services in these communities, the FRWDB aims to:

1. Increase access to training and job placement opportunities for residents in rural areas.
2. Provide personalized career counseling and case management for adults, dislocated workers, and youth.
3. Strengthening partnerships with local businesses, educational institutions, and community organizations to support workforce development in these areas.

By bringing these essential services closer to residents in Coalinga, Kerman, Orange Cove, and Sanger, FRWDB reaffirms its commitment to accessibility, ensuring that all individuals in Fresno County have the tools and resources needed to succeed in the workforce.

Use of Technology to Enhance Service Delivery to Remote Locations

FRWDB has continued to expand virtual services. Orientation, eligibility, case management, workshops, and other traditional in-person services are available in virtual formats. Video-conferencing platforms are used to deliver services and connect staff to customers. Implementation of various paperless processes enable FRWDB to further enhance service accessibility via the web. The availability of online services provides greater options for some individuals living in rural communities.

As discussed throughout this Plan, even with the advancements described above, poor internet connections, lack of hardware, and insufficient digital skills limit access for many vulnerable individuals in both rural and urban communities. Bridging these gaps remains a priority for FRWDB.

D. Coordination of Workforce Activities and Support Services

Providing access to services that enable job seekers to participate and succeed in training, other workforce services, and employment is a priority for FRWDB and for other local workforce system stakeholders. Because participants' needs for such services can be extensive and resources are limited, FRWDB has worked diligently to develop options that make use of WIOA funds and utilize services from other fund sources.

Determining Participants' Needs for Support Services

After determining a participant's eligibility for WIOA services, AJCC staff schedules an in-person (or, possibly, virtual) meeting with the participant to develop an initial plan. This session includes an objective assessment interview. Staff engages in a discussion with the participant about specific needs and circumstances to identify appropriate services, a career pathway, suitable training, and needs for supportive services. Staff emphasizes that supportive services are provided to participants for the sole purpose of enabling their participation in WIOA-funded services, including training and employment.

Based on the individual assessment and availability of WIOA funds, supportive services may be made available to the participants. A plan is developed that indicates services to be provided and identifies the most likely source of funding for such services, whether it be WIOA, a one-stop partner program, or another community resource.

Services Available to Address Participants Needs and Barriers

FRWDB has adopted a policy under which WIOA supportive services are capped at \$2,000 per participant. Under certain circumstances, additional funds may be made available through an approved FRWDB waiver. WIOA-funded supportive services generally address needs such as assistance with childcare, clothing, housing, needs-related payments, tools, union fees, and transportation assistance, including bus passes, car repair, and mileage reimbursement.

As indicated, WIOA is just one (1) source of funding to meet participants' needs for support. Many other organizations and programs also provide various forms of supportive services. In some cases, individuals will need to be determined eligible for such services and/or be co-enrolled in partner programs to access support. For other programs, various forms of support are universally available and require neither documentation of eligibility nor enrollment. These programs include the following:

Migrant and Seasonal Farmworker Program: Assistance with clothing, food, housing, tools, and union fees; transportation assistance, such as bus passes, car repair, and mileage; and housing assistance

California Indian Manpower Consortium: Assistance is similar to that available for participants in the Farmworker program, described above. Needs-related services payments are also available.

Fresno Economic Opportunities Commission: Available are programs to assist with the cost of utilities or to meet other needs, including:

Low-Income Home Energy Assistance Program (LIHEAP): LIHEAP offers financial assistance to help offset an eligible Fresno County household's home energy costs. LIHEAP can provide one payment per program year for electricity, gas, propane, wood, or oil for eligible households.

Energy Crisis Intervention Program (ECIP): ECIP provides assistance to eligible households that are in a crisis situation. Examples include a household that has received a 24- to 48-hour disconnect notice or service termination by its utility company or a household facing an energy-related crisis or life-threatening emergency, including a combustible appliance.

Head Start: Head Start is a no cost preschool program primarily servicing low-income families. Children must be at least three (3) years old or turning three (3) by September 1 of the year in which they apply. Head Start provides comprehensive services including education; social, emotional, health, nutritional, and family support; and disability services to children and families.

Women Infants and Children (WIC): WIC is a federally funded supplemental health and nutrition program that provides healthy foods, nutrition education, breastfeeding support, and health and community referrals for pregnant women, new parents, and children (up to age five (5)). There are 13 service locations throughout Fresno County.

Fresno County Department of Social Services: DSS provides services to ensure individuals and families will be safe, self-sufficient, healthy, and free from distress at home, in school, or at work. Programs, services, and support include:

CalFresh: This program provides monthly benefits to help low-income households purchase the food they need.

CalWORKS/Welfare to Work: The Welfare to Work program provides employment-related services to CalWORKs clients to assist them in finding and retaining employment, obtaining training when necessary, and in upgrading to higher paying jobs that will lead to financial self-reliance. Supportive services are provided to assist with the costs of childcare, transportation, work clothing, and other items needed for employment. Referral services are also available to address barriers to successful employment such as substance abuse, domestic violence, legal, and mental health issues.

General Relief: This program provides cash or in-kind services to needy individuals and childless couples and is intended to assist with the cost of food, shelter, personal needs, and other living expenses.

Medi-Cal: California's public health insurance program is designed to provide no-cost or low-cost medical benefits to low-income individuals and families.

Department of Rehabilitation: DOR supports its customers by making available supportive services, including the following: assistance with clothing, tools, and union fees; transportation assistance, such as bus passes, car repair, and mileage; assistive technology; and other resources to enable persons with disabilities to participate in training and complete work-related tasks.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

FRWDB staff documents policies and procedures that incorporate the requirements of WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). Annual program reviews include an assessment of how those policies and procedures are implemented by sub-recipients. All outreach and marketing materials include required taglines for compliance with WIOA Section 188. Equal Opportunity (EO) and ADA information and procedures are available on the FRWDB and Workforce-Connection websites.

Facilities, Technology, and Services Supporting Accessibility

For Workforce Connection facilities, a physical site review for accessibility is performed at the time of initial layout and when improvements are made. Walk-throughs are randomly performed to ensure continued compliance. Program and physical accommodations are made to customers upon request.

AJCC workstations with assistive technology equipment for persons with disabilities, includes: a Teletypewriter (TTY) device; handsets with volume controls and hearing aid compatible features; large 22" monitors; and large print keyboards. In addition, staff utilizes, a wireless face-to-face communication device to assist deaf and hard of hearing individuals. UbiDuo is in place at the Comprehensive Workforce Connection Center. DOR will continue to conduct an accessibility assessment for all new sites.

Program and physical accommodations are made, upon request, including sign-language interpretation. FRWDB has increased accessibility of all FRWDB-sponsored websites.

Staff Training

FRWDB and AJCC staff have participated in various training sessions on serving individuals with disabilities. Examples of this instruction include:

- Training on Equal Opportunity/Americans with Disabilities Act
- Mental Health First Aid Training
- Mental Health and Depression under the ADA Training

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, CWDB completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-2019. Within this modification, they identified four (4) new strategic partnerships with state-level agencies and initiatives. Guidance issued by CWDB in 2018 to local boards regarding two (2)-year modifications to their PY 2017-2020 Plans required that WDBs pursue these partnerships within their jurisdictions. FRWDB's 2019 Local Plan Modification and all subsequent versions described these local level relationships. State guidance published in 2024 added requirements for two (2) new partnerships. The following is a summary of FRWDB's coordination with six (6) state-mandated strategic partners.

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

Fresno County DSS representatives are co-located at the West Shaw Workforce Connection center, and, for many years, they have successfully provided support to the WIOA staff to validate Welfare-to-Work, CalWORKs, and CalFresh recipients' eligibility for co-enrollment into the WIOA program. DSS and AJCC staff are continuously looking for ways to improve the coordination of referrals to avoid duplication of services and expedite co-enrollment for individuals enrolled in DSS programs and to ensure they are receiving appropriate assistance with job search activities, soft skills development, and work-based learning opportunities (e.g., on-the-job training, transitional jobs) that will pay wages as participants learn.

The FRWDB and its network of AJCCs have a long-standing partnership with the Fresno County DSS, which oversees CalWORKs and related public welfare programs, including the CalFresh Employment and Training (CFET) program. Both agencies regularly cross-refer clients in accordance with the procedures outlined in the partner MOU. Fresno County DSS contracts with a third-party provider to deliver CFET services. FRWDB and AJCC staff collaborate with the local CFET providers to coordinate access to WIOA workforce development services and facilitate referrals to CFET and other DSS programs, such as CalWORKs and Supplemental Nutrition Assistance Program (SNAP).

DSS provider staff actively participate in monthly WIOA provider meetings, AJCC partner meetings, and quarterly WIOA Community Partner Alliance meetings at the AJCC.

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

AJCC staff coordinate with Fresno County Department of Child Support Services (DCSS) on the co-enrollment of non-custodial parents (NRPs) who are in arrears on court ordered child support payments. NRPs are mandated to attend Workforce Connection orientations and to participate in the Centers' Self Reliance Team (SRT) process, where staff discuss workforce development and support resources that are available to them. Upon enrollment in services, NRP clients complete a Release of Information (ROI) form that enables AJCC staff to communicate to DCSS regarding clients' activities and participation status within AJCC programs, including those funded by WIOA Title I.

DCSS leadership is considering the adoption of the Unite Us referral platform for non-court-ordered NCPs seeking employment and training services from the Workforce Connection centers. During court appointments, court interviews, and other communications related to child support, DCSS representatives verbally recommend referrals to Workforce Connection locations. Following adoption of the Unite Us system, non-court-ordered NCPs will be able to self-refer to AJCC services. AJCC staff will then contact non-court-ordered NCPs directly upon Unite Us notice and begin orientation, SRT review, and enrollment processes.

Workforce Connection Operations Supervisors and Project Directors meet no less than quarterly with DCSS staff to provide technical support, feedback on enrolled clients with ROIs, confirmation of mandated NCPs listed on internal spreadsheets, and general information to support non-court-ordered NCPs. During these remote meetings, staff can expand on other requests, cross-refer resources, and set up on-going communication to support all parents, whether or not they are NCPs, in accessing services.

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

In 2018, the California Department of Education, DOR, and the California Department of Developmental Services developed the Competitive Integrated Employment (CIE) Blueprint to assist people with intellectual disabilities and development disabilities (ID/DD) prepare for and secure a job earning at least minimum wage working in the community with people without disabilities. The goals of the Blueprint are to:

- Help the three (3) state departments work together to better support people with ID/DD who want a CIE job.

- Create more options for people with ID/DD to prepare for and get a CIE job.
- Help people with ID/DD to make their own choices about working in the community.

In 2018, the CWDB and EDD issued guidance to FRWDB on the development of a 2019 biennial modification to our four-year Local Plan. This guidance required that FRWDB connect with and seek to participate in the efforts of local partners (local education agencies, the DOR district office, and the regional center) to deliver CIE services as outlined in a Local Partnership Agreement (LPA). These agreements articulate the ways in which local partners will work together to streamline service delivery, engage their communities, and increase CIE opportunities for individuals with ID/DD. LPAs are the result of conversations and enable the local partners to determine strategies that will work best for them and the populations they serve.

The core partners in the Fresno LPA are:

Local Education Agency Partners: Clovis Unified School District, Fresno County Superintendent of Schools, and Fresno Unified School District

Department of Rehabilitation: DOR Fresno Branch Office

Regional Center Partners: Central Valley Regional Center

The LPA also acknowledges the participation of the following non-signatory “community partners:” DOR vendors, stakeholders, collaborative contract partners, College 2 Career Project Search, Youth Leadership Training Program, Transition Partnership Programs, and work-based training programs. The LPA partners are committed to strengthening linkages with the WIOA Title I-funded workforce development system and its full range of partners and stakeholders. This goal will be accomplished through the following steps:

- Include FRWDB and Workforce Connection leadership in LPA meetings.
- Develop a plan to integrate WIOA Title I program services with those of the LPA partners in support of the CIE blueprint.
- Link Workforce Connection to current and future CIE pilot projects and initiatives.
- Encourage FRWDB and the WIOA Title I service providers to develop and implement strategies to promote CIE for individuals with ID/DD.

The LPA partners envisions collaboration with the Workforce Connection centers as including promotion of projects and initiatives that support ID/DD individuals, such as the DOR’s pilot student internship program.

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

English Language Learners (ELLs), foreign born individuals, and refugees have always been key target groups for the local workforce development delivery system. Nearly 55% of the county's population is Hispanic and more than 10% are Asian. Approximately 20% are foreign born. While many individuals from these groups come to the workforce system seeking assistance to prepare for and find employment, many also need services such as English language skills instruction. FRWDB works closely with many organizations to serve this population and continuously strives to improve services for ELLs and other populations with barriers to employment.

Partners in Serving ELLs and Immigrants

Adult education programs and the community colleges have long been important partners in providing English as a Second Language instruction and other basic education skills to ELLs and immigrants. AJCC staff regularly refers clients to WIOA Title II programs and other training to assist customers in building their English proficiency, increase other basic education skills, and provide support in earning a high school diploma or equivalency credential.

FRWDB and AJCC staff collaborate with other organizations and programs to provide education, job skills training, and placement support to ELLs and immigrants. These partners include, but are not limited to, the Central Valley Immigrant Integration Collaborative, Central California Legal Services, Proteus, Inc, DSS, The Fresno Center, Fresno Interdenominational Refugee Ministries (FIRM), and Centro La Familia.

Strengthening Services for this Vulnerable Target Group

FRWDB continues to increase programs and services for this population, as well as staff's awareness of community agencies serving this target group. Specific efforts to improve accessibility of services to ELLs, foreign born individuals, and refugees have included:

- Presence of State Center Adult Education Consortium staff at AJCCs, which increase efforts to assist participants with enrollment in high school equivalency preparation and ESL classes; referrals for financial aid; and assistance with college applications.
- FRWDB and WIOA Title I service providers have Spanish speaking staff. FRWDB marketing staff develop promotional materials in English and Spanish, as well as in other languages, based on needs. The marketing team

also uses Spanish language radio and TV stations to expand awareness of workforce development programs.

- FRWDB's English Language Learner Integrated Education and Training (IET) grant supports a model to prepare ELLs for in-demand, high quality jobs with sustainable wages. The IET instructional strategy incorporates adult education services with occupational skills training, which expedites their entrance into and advancement in the workforce. The IET program model utilizes a sector-based approach to education and training and robust employer partnerships. Expansion of the IET model will increase access to career pathways and bridge educational gaps to help ELLs with significant barriers. Centro La Familia serves as the service provider, while Valley ROP provides IET training in three (3) tracks: Certified Nursing Assistant, Wildland Firefighting, and Heavy Equipment Operator training.
- FIRM and Fresno Center are members of FRWDB's Community Partner Alliance. As such, they provide information on their services and coordinate referrals with AJCC staff. Center representatives attend FIRM's quarterly stakeholder forums.
- Increased availability of translation services for non-English-speaking customers.

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

As indicated in Section II of this Plan, FRWDB'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 program.

In support of workforce services for veterans, EDD's Local Veterans' Employment Representative hosts monthly meetings at the AJCC for WIOA, DOR, and special projects staff. Information is provided on community-based resources and employment opportunities. During these meetings, the partners also discuss collaboration on recruitment events targeting veterans.

FRWDB Special Projects staff outreaches to local veteran support groups, attends career fairs, and participates in presentations at the Clovis Veterans Memorial District. Staff also collaborates with America Works, a local provider of services to veterans and other specialized groups, in targeted recruitment and case management. America Works refers veterans who are interested and in need of training to the Workforce Connection Centers.

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 some current FRWDB projects support environmental sustainability, the four (4)-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 and their connection to jobs and the economy.

Existing local efforts to promote environmental sustainability include FRWDB's leadership of the Greater Sierra Forestry Corps (GSFC), which provides training and work experience opportunities through which participants learn skills that support preemptive firefighting by reducing fuel loads in local forests and CalFire worksites. To oversee the project, FRWDB has established the GSFC Advisory Council. The Council reviews industry needs and make recommendations on programs and service delivery. GSFC leadership, staff, and Council members remain connected to industry stakeholders through their participation in forestry and environmental conferences, panels, and interviews.

Over the next four (4) years, FRWDB leadership anticipates that it will significantly expand its work in connection with industries and occupations that support and enhance climate resiliency and environmental sustainability. In addition to forestry and fire management, for which FRWDB has been an early implementer of workforce strategies and solutions, other key sectors where skills training will be critical in businesses' efforts to ensure environmental sustainability include agriculture, water management, manufacturing, transportation and warehousing, and construction, among others.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of FRWDB 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

FRWDB manages a training calendar for center staff and system partners that coordinates on-going training activities. This ensures that FRWDB front-line staff located at the AJCC, along with partner representatives, have up-to-date skills and knowledge necessary to work in an environment where they can communicate, access data, and provide information through a variety of digital tools, such as web-based data systems, online video-conferencing platforms, social media, email, text messaging, and more. Training in digital technology focuses on four (4) skill areas:

Skills that Enhance Work Productivity

The focus will be on providing group training and identifying tutorials, webinars, workshops, and learning strategies related to uses of technology to support managing time while working remotely; conducting effective meetings; closing any technology skill gaps; and remote communications.

Skills that Enable Learning on a Wide Range of Topics from a Variety of Sources

To ensure that staff members are able to successfully participate in training directly related to their jobs and to education and training activities that are part of their overall goals for professional development, training will be provided on various applications and platforms used in distance learning. Instruction will include remote communications via the web, sharing documents in an online classroom setting, streaming videos, and related skills.

Skills that Enhance Knowledge of Economic Issues, the Labor Market, and the Economy

Economists, labor market analysts, businesses, educators, and workforce development professionals utilize many online data management tools to access information that supports their work. Training will be provided in effective uses of these tools and technologies.

Skills that Improve the Capacity to Virtually Serve Job Seekers and Business Customers

Staff will participate in training to elevate their skills in using online platforms to conduct virtual workshops and interactive sessions with customers, partners, colleagues, and others. They will also learn to use software to obtain digital signatures and the complete e-forms.

To ensure that the staff's skills remain up to date with new technology and that new staff are exposed to the digital technology applications they need to work effectively in their roles, training will be provided annually, and refresher courses will be provided on an ongoing basis.

Recent training addressing the areas identified above have included "How to Tell Your Story with Data," along with ongoing training in various aspects of the CalJOBS system. A new series of digital literacy workshops is being rolled out in 2025. Other recent professional development and training topics include the following:

- Time Management and Creating a Work/Life Balance
- Pre-Apprenticeship Recruitment Training
- How to Help People Heal
- Trauma-Informed Care
- How to Find Hidden Assets in the Hard to Employ
- Communication Training
- Conversational Spanish
- Teamwork and Communication
- Communication Training from a Trauma-Informed Lens
- Imposter Syndrome
- Connecting Tomorrow's Trends with Today's Economy
- Time Management
- Leadership Development
- Case Noting
- Career Coaching
- Resume Writing
- WIOA Eligibility
- Customer Service
- Job Matching

Within the last two (2) years, staff has earned licenses from online training via www.knowledgecity.com and www.metrixlearning.com.

As this new four (4)-year Plan is implemented, FRWDB will secure staff and partner input on training and build an annual training plan and schedule around the topics

that are most pertinent to the FRWDB's focus, system priorities, and skills needed to support business and job seeker goals.

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

Fresno County's population is racially and ethnically diverse and this diversity is reflected in the customers who use Workforce Connection services. In addition, the workforce system staff estimates that a significant number of the customers they see may have experienced various forms of trauma, based on the vulnerable groups that they represent.

Training on cultural competence and trauma-related services addresses the following topics:

Training in Cultural Competence Skills

Training supports staff's understanding of the general characteristics of cultural diversity, cultural norms, and cultural differences. Staff will learn the importance of respecting individual cultural experiences, better communicating with others to understand, and addressing potential barriers to service and develop greater cultural sensitivity within the workplace. Through training, staff become more aware of their own cultural beliefs and culturally related behaviors, and potential power imbalances, privileges, or biases when providing services.

Training to Enhance Skills in Working with Individuals Dealing with Trauma

FRWDB staff will identify and facilitate training on working with trauma-exposed participants. This will include developing skills to promote conversation; learning how to respond to disclosure; integrating participants' safety when providing services, advocacy, outreach; and trauma-informed care. FRWDB will partner with local community agencies to share expertise, provide assessments, encourage participants to join support groups, share resources, and coordinate services. DSS has provided training in this area.

C. Coordination of Rapid Response and Layoff Aversion Activities

FRWDB's overall approach to Rapid Response and layoff aversion activities is one that focuses first on maintaining business stability so that companies and workers can compete and thrive. Delivery of these services fits into FRWDB's overall approach to business services, recognizing that the workforce development system's success hinges on the ability of businesses to create, maintain, and grow jobs for workers.

Approach to 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 takes into consideration key factors for identifying such sectors.

They are industries that:

- Pay middle-class wages and benefits and offer job and training ladders for low-income populations
- Create greater economic spin-off activity (i.e., an economic multiplier effect)
- Offer diversification of the economy
- Provide a foundation for new industry clusters

The FRWDB focuses on a combination of industries that provide the greatest positive impact for the region.

Early Warning System Network: Key economic stakeholders comprise the Early Warning System (EWS) network, which identifies and tracks vulnerable companies and industry sectors that might benefit from layoff aversion strategies. The EWS network identifies companies at risk of closing or moving operations before actual decisions are made by the businesses to shut down or move. The FRWDB's EWS network includes local, state, and federal agencies; chambers of commerce; industry groups; organized labor; and telecommunications/media companies; along with 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. Information sources include, but are not limited to:

- Worker Adjustment and Retraining Notification Act (WARN) notices, which are 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, Econovue, or Experian, which provide information on companies and industries under stress. Relevant information can be found in the financial stress score, the commercial credit score, and through other indicators.
- Direct referrals
- Changes in management behavior
- Removal of equipment
- Sign of a “cash crunch” or unanticipated cutbacks

FRWDB's Business Services staff provide layoff aversion services that include:

Business Vitality Assessments: This service evaluates a company's ability to adapt, innovate, and grow sustainably in a dynamic environment. Vitality is a key factor in a business' long-term success and ability to manage uncertainty.

Resource Mapping: This activity identifies and creates an inventory of community resources in LWDAs. Assets may include many of the organizations in the EWS network and among the Fresno4Biz partners.

Business Turnaround Services: These 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 are 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 memorandum; developing labor management partnerships; assistance in acquiring new equipment; assistance with training grants; and 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 skilled 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 Program offers an alternative to businesses 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.

The Rapid Response Team and Services

When a WARN notice is issued, the FRWDB Rapid Response team proceeds with the activities described above. If, in meeting with business representatives, it becomes clear that layoffs are inevitable, the focus turns to assisting affected workers as quickly as possible, providing them access to UI and with information

and support that will result in their rapid re-employment. FRWDB coordinates services through a Rapid Response Team that connects affected employees to the one-stop system. The Team includes: FRWDB; EDD; DSS; Community Housing Council; Fresno County Public Library; California Department of Insurance; National Alliance on Mental Illness, Fresno; and Fresno4Biz (entrepreneurship).

Within 48 hours of notice, Rapid Response Team members will have met with business and labor representatives (as applicable) and organized orientations at the worksite(s) for employees to provide them information on a wide range of services and support. By connecting workers to Workforce Connection services (or those of the workforce system in the county where they live) the Team's objective is to quickly assess workers' skills, identify the needs for any training or support, and make referrals to employment opportunities that are aligned to the laid off individual's skills, experience, and needs. Many workers are quickly reemployed, while others train for new skills prior to returning to work.

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

FRWDB offers a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one (1) or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in Fresno County, particularly businesses within the priority sectors that are identified in the San Joaquin Valley and Associated Counties PY 2025-2028 Regional Plan (stanworkforce.com/about-us/strategic-planning/)

One-Stop Delivery System

FRWDB maintains four (4) Workforce Connections/AJCC locations: Two (2) comprehensive sites in Fresno and two (2) affiliate sites, which are located in Mendota and Parlier. Core and AJCC partners are co-located full-time, part-time, or by appointment at the comprehensive and affiliate centers. Staff utilizes technology for partner referrals and co-enrollment to ensure participants have access to all workforce system services. This technology includes Unite Us, CalJOBS common case management system, e-mail, cloud data repositories, and web-based virtual platforms.

Under FRWDB's current model, one (1) contractor provides WIOA Adult program services, and another contractor provides Dislocated Worker program services across Fresno County. FRWDB's service model ensures services are available for individuals with barriers to employment who may require longer-term career and training services. Efforts are continuously made to bring more services online to create greater access. This is especially important as Fresno County is largely rural with limited public transportation. As one means of promoting greater access to web-based services, FRWDB will provide training on digital literacy.

WIOA Adult and Dislocated Worker Services

FRWDB's AJCC system offers three (3) levels of career services: Basic Career Services, Individualized Career Services, and Training Services. These are supplemented by follow-up services. Services are provided in no specific sequence. Instead, services are tailored to meet the needs of individuals, while still allowing for tracking of outcomes for reporting purposes.

Basic Career Services: Basic Career Services are made available to all individuals, and include:

- *Outreach, Intake and Orientation* services that are available to all job seekers. Once applicants view an online orientation, they are able to submit an appointment/referral request form.
- *Determinations of Eligibility for WIOA.* Individuals who do not meet WIOA eligibility criteria may continue to access Basic Career Services and may be referred to partner programs and those of community-based agencies.
- *Initial Assessment of Skill Levels* are conducted that address literacy, numeracy, and English language proficiency, as well as aptitudes, abilities, and supportive service needs.
- *Labor Market Information* is available including job vacancy listings, information on in-demand industry sectors and occupations, regional labor market information, and information on non-traditional employment.
- *Partner Information and Referrals* are based on individual needs and requests from customers.
- *Training Provider Information* includes data on performance and costs of programs offered by eligible providers of training services, adult education, and career and technical education.
- *Assistance in Establishing Eligibility for Programs of Financial Aid Assistance* for training and education programs not provided under WIOA.
- *Supportive Services Information* includes types, limits, and sources.
- *Unemployment Insurance Information Assistance* includes support for filing unemployment compensation claims.

A Self-Reliance Team, which is comprised of AJCC provider staff, is responsible for interviewing participants who have requested Individualized Career or Training

services. The purpose of this interview is to determine the best course of action for the participant to prepare for employment.

Individualized Career Services: These services are provided when needed for an individual to obtain or retain employment. AJCC staff relies principally on assessments to determine the need for and appropriateness of individualized career services. Included are:

- *Job Readiness Workshop:* This activity is comprised of modular, hands-on, engaging activities that focus on eight (8) key skill areas: Adaptable and Productive Problem Solver; Digital Literacy; Learning, Creativity and Adaptability; Communicator and Collaborator; Responsible and Ethical Decision Maker; Life Skills; Personal Development; and Resumes.
- *Skills Assessments:* These include computerized O*NET Interest Profiler and Work Importance Profiler (Values/Importance) assessments and WorkKeys® Applied Math, Workplace Documents, and Graphic Literacy assessments.
- *Individual Employment Plans:* These customized plans are developed through an in-depth interviewing and evaluation process to identify employment barriers and appropriate employment goals. The plan outlines activities to attain career objectives.
- *Interview Workshops:* Participants are exposed to interviewing techniques and strategies. They are presented with examples of strong responses to interview questions. At the end of each module of this training, participants complete module worksheets creating a personalized answer to commonly asked questions.
- *Group or Individual Counseling*
- *Financial Literacy* services are provided based on individual needs.
- *Supportive Services*, including services such as transportation, childcare, uniforms, and tools required for employment.
- *English Language Acquisition* and integrated education and training programs are provided based on individual need.
- *Job Readiness Assistance*
- *Job Search and Placement Assistance*

Training Services: FRWDB provides access to a wide range of training programs, which fall broadly into two (2) types: Institutional (classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training, transitional jobs, or customized training.

- Occupational skills training, including training for nontraditional employment
- 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
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer

Follow-Up Services

For 12 months, follow-up services may be provided to participants, including technical skills training, counseling, mentoring, crisis intervention, life skills, or emergency support required to sustain long-term employment.

Priority of Service

As outlined in the guidance provided in EDD Workforce Services Directive 24-06, priority is 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.

An applicant's priority status is established during the process of determining eligibility. All applicants complete an initial CASAS assessment to determine if they are basic skills deficient. Whether an applicant is unable to compute or solve problems or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society is determined through structured assessments and observation by the eligibility staff.

FRWDB has established guidelines for AJCC staff to obtain and maintain appropriate documentation to support any of the criteria listed under the priority of service. If staff is unable to obtain the required supporting documentation, a waiver request must be submitted and approved prior to the use of self-attestation (i.e., an applicant statement).

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

FRWDB's Young Adult Services program serves WIOA-eligible individuals ages 14 to 24, offering a wide variety of services that are customized to the needs and preferences of each participant.

WIOA Youth Programs and Service Delivery Sites

Youth programs are delivered by competitively procured providers with experience in offering workforce development services to both in-school and out-of-school youth. Youth services are provided across Fresno County from two (2) urban and two (2) rural locations. These locations ensure that services are within reasonable distance to youth no matter where in the County they reside.

Youth Services

Services and activities fall broadly into three (3) categories to which youth are oriented when they first inquire about the program:

Academic Assistance: Services include tutoring in reading and math; high school diploma and GED assistance; dropout re-engagement assistance; college and vocational training preparation assistance; and assistance in preparing for and transitioning to post-secondary education or career technical education.

Job Readiness: This process prepares youth to succeed in the Fresno County labor market by allowing the youth to explore and develop employability skills through activities such as: soft skills job readiness workshops; interview preparation workshops; work-based learning opportunities; pre-apprenticeship opportunities; vocational skills training; entrepreneurial training; leadership activities; career guidance, coaching, and counseling; and job placement assistance.

Follow-up services: Support and guidance from an Academic and Career Advisor is provided to youth for up to 12 months after WIOA closure. This may include links to mentoring programs, personal and leadership development opportunities, financial literacy workshops, supportive services, and education and employment referrals.

The program makes available all 14 WIOA-required Youth Program elements. Specific services aligned to these required elements include the following:

Orientation: All youth interested in receiving services are provided with a WIOA youth orientation which provides an introduction and exposes youth to all features and benefits of the program.

Eligibility Determination: Youth meet with one-on-one with a staff member to complete eligibility determination. The meeting may be conducted in-person or through videoconferencing. Eligibility documents are submitted via the CalJOBS secure messaging system, or they may be collected in person. Applicants 18 years and older who are not eligible for WIOA youth program are referred to the AJCC for use of Basic Career Services and eligibility determination for Adult and/or Dislocated Worker programs.

Objective Assessment: This evaluation examines barriers, skills, education, needs for supportive services, and career and employment goals.

Basic Skills and Career Assessments: CASAS provide an initial assessment of skill levels including literacy, numeracy, and English language proficiency. O*NET (Interest Profiler and Work Importance Profiler) considers aptitudes and abilities, and helps to identify skills gaps; and the WorkKeys® assessment includes Applied Math, Workplace Documents, and Graphic Literacy and help to match career goals

Individual Service Strategy: This customized service strategy plan is a “living” document that addresses all of the following factors affecting participants’ readiness to achieve educational and employment goals. It may be updated and adjusted throughout a youth’s participation in the WIOA program.

- *Labor Market Information*, including research and information on high demand occupations, minimum requirements for jobs, career exploration, and career counseling.
- *Referrals* to services that address each youth’s needs and preferences.
- *Post-Secondary Education Information* including career technical education, short-term vocational skills certifications, and college enrollment.
- *Assistance with Financial-Aid Applications* for education programs that are not covered under WIOA.
- *Supportive Services* and/or referrals for supportive services assistance from partner agencies for childcare, transportation, housing, food, uniforms, work attire, tools, and more.
- *Leadership Development* through academic; personal development, and community and civic awareness.

Job Readiness Workshops: This required two (2)-week activity addresses soft skills, digital literacy skills, financial literacy, and building a strong resume.

Job Readiness Assistance: These activities include career guidance, coaching, counseling, identifying, and overcoming potential barriers to employment, resume writing, interview preparation, job search, and job placement assistance.

Individual Comprehensive Counseling and Guidance: All WIOA enrolled youth are assigned to an Academic Career Advisor that provides one-on-one assistance to guide and support the academic and employment goals of the youth.

Mentorship: Adult partner role model mentorship is available during program participation and for up to 12 months of program follow-up.

Work-Based Learning/Work Experience: Up to 200 hours of paid, hands-on learning experience that includes occupational and academic components.

Training Services: Activities include occupational skills training; entrepreneurial training; adult education and literacy activities; on-the-job training; and internships in combination with training.

Activities to Prepare for and Transition to Post-secondary Education and Training: Connect youth with direct referrals to postsecondary education counselors in the community colleges and assist with college and financial aid applications.

Follow-up Services: Youth are provided with no less than 12 months of follow-up services that may include assistance to retain employment, referrals to other community services, connections to adult mentorship programs, information on entrepreneurial programs, and other support services, as needed.

Services to Increase the Digital Skills of Youth

Many youth may have access to an electronic device, such as a cell phone, tablet, laptop, or desk top computer. Others do not. Digital access problems for portions of Fresno County include poor or no internet connection, especially in the rural areas. For youth participants, there may also be engagement issues, such as not wanting to turn on a web camera during virtual meetings, lack of participation, and lack of motivation.

Serving Youth with Disabilities

The Young Adult Services program ensures that all youth participants, including youth with disabilities, receive the same types and quality of services and level of support to achieve their career planning, education, skills training, and employment goals. To ensure that services for individuals with disabilities meet their full range of needs, WIOA staff may collaborate with DOR, Central Valley Regional Center, instructors and staff from local special education programs, and Community-Based Organizations to develop effective service strategies.

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

The Fresno Area Workforce Investment Corporation is authorized as the entity responsible for the disbursal of grant funds under the Administrative Services Agreement that has been executed with the Fresno Regional Workforce Development Board.

The FRWDB competitively procures AJCC Operator, Adult and Dislocated Worker Program Career Services, and Youth services providers. AJCC Operator services are procured every four (4) years and WIOA Adult, Dislocated Worker. Youth Program services are procured every five (5) years. During the four (4)-year period covered by this Local Plan, Adult Program and Dislocated Worker Program will be procured in 2026, with AJCC Operator services being procured in 2025. Youth Program services will be bid in 2028.

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

FRWDB competitively procures the services of both an AJCC/One-Stop Operator (OSO) and career services providers for the WIOA Adult and Dislocated Worker Programs.

AJCC/One-Stop Operator Function

The OSO is responsible for coordinating service delivery, responsibilities, and contributions of required WIOA partners as agreed upon in the FRWDB WIOA Partner MOU. Specific duties and responsibilities include the following:

- Convening meetings to support implementation of the FRWDB's MOUs between WIOA One-Stop partners.
- Coordinating with the One-Stop partners to develop agendas and facilitate meetings.
- Convening monthly site council (partners delivering services at specific centers) meetings to ensure service coordination.
- Convening quarterly system-level partner meetings.
- Convening other partner meetings required to support MOU implementation.
- Implementing policies established by the FRWDB.
- Ensuring the implementation of partner responsibilities and contributions agreed upon in the FRWDB's MOUs.
- Coordinating with other WDBs and operators for regional planning purposes, as directed by FRWDB staff.
- Coordinating with partners in program design, implementation, and capacity building/staff development; and
- Completing other duties that may be necessary to fulfill WIOA requirements of and maintain compliance as an OSO.

The OSO is also responsible for assisting FRWDB staff in meeting continuous improvement goals established as a result of the 2024 AJCC Certification process.

Career Services Provider Function

The career service provider function involves the implementation and delivery of career services and follow-up described in section IV.D, above.

V. SYSTEM GOALS AND PRIORITIES FOR PROGRAM YEARS 2025-28

As the Local Plan concerns not just the work of the WIOA Title I programs administered by FRWDB, but all of the organizations, programs, and services that comprise the local workforce development system, FRWDB leadership sought input from a range of system partners and stakeholders. As described in Attachment I, a public input session was held to gather input on key issues affecting the delivery of services to job seekers and businesses.

The priorities described below capture key issues, ideas, and recommendations expressed during the community input sessions. These nine (9) priority areas will be addressed by FRWDB and partner representatives throughout the four (4)-year period covered by this Plan.

A. Increasing Service Accessibility

FRWDB and the workforce system partners recognize that ensuring the greatest possible access to services is critical to making certain that workers are prepared for in-demand jobs and that there is a job ready pool of talent available to local businesses. Access is reliant on widespread information about the availability of services, physical locations to which customers can easily travel, access points in remote locations where brick-and-mortar career centers are not located, online services, and service schedules outside traditional business hours, among other strategies. FRWDB and the full range of stakeholders should regularly examine and take action to improve access to services.

B. Services for Rural Communities

System partners have identified service needs in rural communities as an ongoing challenge. As suggested in the preceding narrative, ensuring access to services in rural areas requires multiple strategies. Partners are committed to providing services to remote areas through access points, technology, and a structured visitation program through which services are brought to communities on a regular basis. These strategies will continue to be tested, adjusted, and implemented.

C. Support for Refugees and English Language Learners

There is a significant population of refugees and English Language Learners in the greater Fresno area, which is diverse in its circumstances and needs. There are several local organizations that work with refugees, foreign born individuals, and those learning English on issues ranging from resettlement and housing to employment and skills preparation. These organizations and their customers could benefit from stronger collaboration with the Workforce Connection centers and the

full range of workforce system partners. With skills among individuals from these groups varying from entry-level to highly technical, support from the workforce system could better connect refugees and others to jobs that require their skill sets.

D. Support for Older Workers

A range of factors is contributing to the increase in older workers remaining in or returning to the workforce. While these experienced individuals bring skills and traits that are highly valued by many employers, they also face challenges in preparing for, securing, and retaining employment. Digital technology, job application and work processes, and the dynamics of a multigenerational workforce are issues that may affect the success of older individuals. The workforce system should examine opportunities to provide stronger, more focused support for older job seekers.

E. Increasing Digital Skills and Ability to Utilize Advanced Technology

A focus on developing the digital skills of job seekers has been ongoing for several years. However, stakeholders point out that the type and range of skills needed to apply for, secure, and succeed in a job is ever evolving. The ability to utilize digital processes is now a requirement to apply for employment with most companies. Even for job classifications that require few digital technology skills, companies utilize digital processes for time and record keeping, payment of wages, human resources functions, and more. In addition, technology tools themselves are changing, and the introduction of artificial intelligence (AI) tools is altering the ways jobs are done and skills requirements to secure and keep jobs. FRWDB, its service providers, and partners must regularly reexamine and update the content of and approach to digital skills training.

F. Business Partners and Securing Business Input

The local workforce system connects with businesses in a multitude of ways, with efforts varying in effectiveness and impact. Workforce system stakeholders continue to observe that programs built on strong partnerships with businesses tend to have impressive results in terms of job placement and retention. FRWDB and the system partners should examine how they can build additional partnerships with business, especially companies in growth and emerging industries. As part of this effort, the board should identify processes that are effective for securing business input on existing and anticipated needs, including focus groups and sector partnerships.

G. Support for Entrepreneurs

Workforce system stakeholders acknowledge that many individuals seeking support from the workforce system have an interest in entrepreneurship and would be good candidates to launch a microbusiness using existing skill sets or skills that

they could acquire from locally available training programs and Workforce Connection career services. While there are services within the LWDA that could support entrepreneurs and new business startups, the workforce system partners should consider ways in which they could shape such support and what a structured entrepreneurship strategy for system participants would look like.

H. Workforce Development System Staff Learning and Development

To ensure that the services and strategies of the local workforce development delivery system continue to keep pace with changes in the labor market and innovations in workforce preparation, FRWDB, along with core and other workforce system partners, must ensure that the knowledge and skills of frontline staff and management remain up to date. Among the information and training that must be regularly updated and reinforced is skills needed by businesses in key sectors of the Central Valley economy, career services strategies, information on training programs and modalities, labor market information, barriers faced by job seekers, and services available in and around Fresno County for job seekers and businesses.

I. Greater Resources

While FRWDB as well as other public and non-profit organizations have done an excellent job of bringing an array of specialized resources and funding to the region, stakeholders agree that additional resources are critically needed to provide the full range of services necessary to support businesses in hiring and developing workers and job seekers in preparing for work. Local organizations should continue to explore opportunities for secure funding, including those where joint ventures among the partners could increase the likelihood of success.

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

Attachment 1**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 2025-2028 Local Plan, the FRWDB hosted a community and stakeholder forum focused on topics affecting strategies and services across the system. The topic for the forum was *“Priorities for Developing the Local Workforce.”*

Questions/topics addressed included, 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 the local workforce, education, and community service agencies to work together to serve job seekers more effectively?
- 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 on October 10, 2024

The table below summarizes participation in the community and stakeholder engagement process to develop the FRWDB PY 25-28 Local Plan

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Employment Development Department	Attended	Participated in forum discussions
Email	Department of Rehabilitation	Attended	Participated in forum discussions
Email	Center for Employment Opportunities	Did not attend	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Fresno County Department of Social Services	Did not attend	
Email	Central Valley Women's Entrepreneur Center	Attended	Participated in forum discussions
Email	Valley Community SBDC	Did not attend	
Email	United Way Fresno Madera	Did not attend	
Email	Butte County Office of Education Back 2 Work	Attended	Participated in forum discussions
Email	Firebaugh Las Deltas Unified School District	Did not attend	
Email	Reedley College	Did not attend	
Email	Grace Family Lov LLC	Did not attend	
Email	Federal Bureau of Prison-Mendota	Did not attend	
Email	Shine-Helping Young Mom's Shine Bright	Did not attend	
Email	River Vista Behavioral Health	Did not attend	
Email	Vocational Rehabilitation Specialist, Inc. (Veterans)	Did not attend	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	West Care	Attended	Participated in forum discussion
Email	Fresno City College	Did not attend	
Email	Fresno County-Probation Department	Did not attend	
Email	Center for Employment Opportunities	Did not attend	
Email	CalVet	Attended	Participated in forum discussions
Email	SER-SCSEP Director	Did not attend	
Email	Mayors Office of Community Affairs-City of Fresno	Attended	Participated in forum discussions
Email	California Indian Manpower	Did not attend	
Email	Department of State Hospital-Coalinga	Did not attend	
Email	Central La Familia	Did not attend	
Email	Western Governors University	Did not attend	
Email	State of California-California Conservation	Did not attend	
Email	Fresno Interdenominational Refugee Ministries	Attended	Participated in forum discussions
Email	Fresno State TRIO	Did not attend	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	State Center Adult Education Consortium	Attended	Participated in forum discussions
Email	Fresno County Library	Did not attend	
Email	Fresno County Department of Social Services	Did not attend	
Email	Office of Senator Shannon Grove	Attended	Participated in forum discussions
Email	America Works of California	Attended	Participated in forum discussions
Email	Central La Familia	Did not attend	
Email	Fresno City College-Applied Technology	Attended	Participated in forum discussions
Email	Catholic Charities	Did not attend	
Email	Fresno County Veterans Services Office	Did not attend	
Email	Central Labor Council Partnership	Attended	Participated in forum discussions
Email	Small Business Association	Did not attend	
Email	Job Corps	Did not attend	
Email	California Department of Corrections and Rehabilitation-Parole	Did not attend	
Email	America Works-Ticket to Work	Did not attend	

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email	Fresno Housing	Did not attend	
Email	Fresno County Economic Opportunities Commission	Did not attend	
Email	Fresno EDC	Did not attend	
Email	Owens Valley Career Development Center	Did not attend	
Email	EDD-Local Veteran Representative	Did not attend	
Email	Reading and Beyond	Did not attend	
Email	Fresno Mission	Did not attend	
Email	Fresno County Superintendent of Schools	Did not attend	
Email	Turning Point of Central California	Did not attend	
Email	Deaf and Hard of Hearing Service Center	Did not attend	
Email	Central California Food Bank- CalFresh Outreach	Did not attend	
Email	Fresno Area Hispanic Foundation- Community Service Assistant	Did not attend	
Email	Habitat for Humanity	Did not attend	
Email	Community Vocational Services	Did not attend	

Attachment 2

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PY 2025-25 LOCAL PLAN

1. From: _____ Date: _____

Comment:

2. From: _____ Date: _____

Comment:

(Placeholder comment pending completion of public comment period) There were no comments received during the public comment period for the PY 25-28 Local Plan.

Attachment 3

. **SIGNATURE PAGE**

The following signatures represent approval of the Local Plan by Fresno Regional Workforce Development Board and the Chief Elected Official for the Local Workforce Development Area.

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

Edgar Blunt, Chairperson

Date

For the **Fresno Local Workforce Area – Chief Local Elected Officials**

Jerry P. Dyer, Mayor, City of Fresno

Date

Buddy Mendes, Chair, Fresno County Board of Supervisors

Date