

2021-2024

Workforce Development Board
of San Joaquin County

WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL PLAN



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San Joaquin County Workforce Development Board

Local Plan Program Years 2021 – 2024



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

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I. INTRODUCTION

In accordance with the requirements of the Workforce Innovation and Opportunity Act of 2014 and guidance published by the California Workforce Development Board and Employment Development Department, the San Joaquin County Workforce Development Board (WDB) has developed a four-year Local Plan covering program years 2021-24. Upon approval by state officials representing the Governor, the plan will be effective from July 1, 2021 through June 30, 2025. This plan replaces the WDB's PY 2017-20 Local Plan and its 2019 modification. While this plan carries forward many of the strategies that have made local services effective and programs successful, it expresses the intention of the WDB to examine and embrace opportunities for improvement over the life of the plan.

Developing San Joaquin County WDB's PY 2021-24 Four-Year Plan

The WDB's management team and staff led the planning process on behalf of the board. Developing the plan involved an extensive process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The WDB, system partners, businesses, and community stakeholders were engaged in the planning process. Completion of the plan took approximately six months, after which it was made available for public review and comment.

Supporting Key Customers from Crisis through Recovery

The effects of COVID-19 on the development of the PY 2021-24 Local Plan have been significant. The pandemic hit with extreme force. Within days of the Governor's initial March 2020 stay-at-home order, businesses closed, workers were furloughed, students were sent home, training ceased, career centers halted operations, and, business, as we know it, stopped. Slowly, workforce development operations began to re-open, mostly online and, some would say, in diminished capacity. This "weaker" version of the system was a direct result of the pandemic; closed businesses create higher unemployment and, hence, fewer jobs. This is the context in which the workforce system stakeholders "gathered" to develop this plan. The partners have remained optimistic in their view of the future. However, the unknown has played a part in the development of this plan. The WDB and partners have drawn from experience to identify strategies and potential priorities for the next four years. These are highlighted in the "Considerations" list under Section VI of this plan and in the strategy summaries that follow.

Efforts to Support Economic Growth and Business Prosperity: From the day the pandemic forced the first business closure in San Joaquin County, industry leaders, workers, economists, government officials, educators, organized labor, workforce development professionals and others began to envision a path to economic and business recovery. However, this vision has often lacked clarity. While we have often repeated "we've been through this before," the recession brought on by the pandemic is like no other we've experienced. Its effects were more sudden, more severe and, so far, appear to be more enduring. The timing of the WDB's publication of this four-year plan coincides with the

moment we are beginning to see light at the end of the tunnel. For the workforce system, the path now seems clearer. WDB members and stakeholders have suggested that every discipline - business, government, economic development, education, labor and workforce development – should do what it does best. As the workforce development system seeks to support economic recovery, our experience tells us that close collaboration with business and economic development will provide the best opportunity to contribute to a full and successful recovery. The following will be among our efforts.

Partnership between Economic Development Agencies in San Joaquin County: The San Joaquin County Employment and Economic Development Department (EEDD) is the San Joaquin County Board of Supervisors' designated administrative entity for the:

- San Joaquin County Workforce Development Board (WDB);
- San Joaquin County Economic Development Association (EDA); and
- San Joaquin County Revolving Loan Fund Board (RLF).

Having the three organizations within one administrative department, with braided workforce and economic development under one roof, represents a strategic partnership. These organizations bring together resources to support economic and workforce development activities, not only by leveraging their own resources, but the resources of the WDB's workforce system partners. A strategic objective of the WDB is to continue to strengthen relationships with all partners and to develop relationships with new ones, being responsive their needs, while leveraging their resources to better serve those of San Joaquin County and WDB partners at the regional level. In furtherance of this objective, the WDB will support the strategic performance goals and objectives of these partners by strengthening business development and quality job creation within primary industries and in the region's growth and emerging sectors.

Business Retention and Expansion: San Joaquin County WDB is an active partner in economic development. By braiding workforce development activities with those that supports business expansion and job creation, the WDB supports these efforts as a critical part of its rapid response activities and layoff aversion strategy. Through ongoing conversations with representatives of our target sectors, we are developing a data base of occupations and skill sets that demand and growth industries most need. Whenever a business in crisis find itself having to downsize, the WDB and our strategic partners are able to identify employers in need of the skill sets of the displaced workers. As a result, the WDB is able to minimize overall worker displacement, while supporting businesses in demand industries that need qualified job candidates with strong skill sets, recent work history, and strong work maturity.

Small Business Development: The WDB is a valuable resource for small business development. San Joaquin Delta College's Small Business Development Center (SBDC) is co-located with our EDA, the RLF Board, and all the respective programs and resources that support small business development. The Economic Development Center (EDC) is also co-located at the WDB's San Joaquin County WorkNet Comprehensive One-Stop Center/AJCC. Small businesses are able to take advantage of WorkNet Centers

throughout San Joaquin County, leveraging WIOA resources to support the hiring needs of small businesses through On-the-Job Training (OJT) contracts, tax credit assistance, business financing and business development resources provided by WDB partners.

Business Team San Joaquin: BTSJ is an association of local and regional organizations that promotes business development and delivers a variety of services and access to business development resources. These support growing and emerging business, target industries, and new industry sectors interested in expanding into San Joaquin County. BTSJ includes, but is not limited to, business service organizations like the Business Council and chambers of commerce, economic development centers of all municipalities, regulatory agencies, San Joaquin Delta College, the State Employment Development Department (EDD), the Port of Stockton, the Stockton Metropolitan Airport, the Council of Governments, and county departments that provide services to businesses. The primary focus of BTSJ is businesses development, which includes small business development, expansion and retention, industry attraction, layoff aversion, rapid response activities, and business referrals to available programs, services and resources.

Logistics Movement Sector Strategy: The San Joaquin County WDB is collaborating with San Joaquin Delta College, Tracy and Manteca Adult Schools, and San Joaquin County WorkNet Centers in the development of the new Transportation and Logistics Movement Sector Strategy. Manteca Adult School has taken the lead for the last two years and has been working closely with the new Manteca Adult School WorkNet Center and truck driving and warehouse businesses participating in the new sector strategy. As a result of ongoing industry forums, Manteca Adult School developed training focusing on transportation and logistics movement and organized the course work to accommodate employees working in logistic movement companies. Manteca Adult School has developed career pathway programs for this sector. In fact, a private sector administrator is now working as an instructor at Manteca Adult School in its Transportation and Logistics Movement Certification Program.

Prologis – Manufacturing Training: The WDB and workforce system partners joined forces with Prologis, a national warehouse and logistic movement development company, in establishing a related training program for job candidates interested in careers in the warehousing and the logistics movement industry. This is a program developed by Prologis and is being offered in other parts of the country. Manteca and Tracy Adult Schools, in collaboration with local WorkNet Centers, came together with Prologis to host a cohort of twenty-one (21) trainees with 100% of the students completing training.

CARES Act Funding to Support Businesses in Crisis through the RLF: In an effort to support local businesses in crisis as a result of COVID-19, San Joaquin County's EEDD revised its RLF Administrative Plan to streamline the approval process to provide small businesses in crisis with RLF Loans of up to \$75,000. The Executive Director was given Board of Supervisors' authorization to bypass the Board and fund up to \$600,000 of loans to eligible businesses. The Federal Economic Development Administration also awarded the San Joaquin County RLF program an additional \$5.5 million to provide low interest loans to businesses experiencing difficulty as a result of the pandemic. The RLF program

will have two-years to lend these funds. All funding loaned out will be retained in San Joaquin County's RLF program permanently to continue supporting future business development and job creation.

Multiple Employer Contracts with the State Employment Training Panel (ETP): Last year EEDD and EDA were awarded a multiple employer contract by the ETP of just under \$200K to support incumbent worker training in San Joaquin County. While training in the private sector is needed, funding is extremely limited, making training out of reach to many small businesses in San Joaquin County. Last year, the WDB initiated the development of a second ETP multiple employer contract, which was again targeted to support small businesses. Final approval is anticipated early in 2021. The WDB will continue to attempt to secure funding from the State ETP to support small businesses' needs for incumbent worker training.

Creating Opportunities for San Joaquin County Workers: Throughout the process of economic recovery from the pandemic over the upcoming months and years, the WDB and our workforce system partners are likely to face a wide range of challenges. Among these may be obstacles that the partners have not encountered in the past, which will require an openness to innovation and willingness to adapt strategies to meet changing circumstances. While much is still unknown about how the forthcoming recovery will affect job seekers and incumbent workers, the WDB is committed to providing services that will prepare San Joaquin's workforce to face the demands of a changing economy. The WDB envisions the following as potential hallmarks of its workforce development and career services over the next four years.

Services to Eliminate Barriers to Employment: The WDB has done an excellent job of mapping available resources, programs and services provided by the partner agencies serving job seekers and business. San Joaquin Delta College maintains an inventory of all community organizations that deliver services to support residents and eliminate barriers to employment and provide training and education of target groups served by the WDB and system partners. The college's data base is able to sort information on the variety of resources, programs, and services available to eliminate barriers to participants' success. Partner agencies can access the college's "Community Connections inventory to secure information to facilitate the referral of participants to needed services. The WDB encourages all partners to include themselves in this web-based system to enable organizations, counselors, case managers and customers access to available services. The 211 call center has similar information. Individuals needing services can call 211 and someone will provide assistance and facilitate referral to providers. Most of the public/non-profit organizations that collaborate with the WDB helped to develop the San Joaquin County 211 system.

Training Activities Focused on Local Growth Industry Sectors and Demand Occupations: As the WDB continues to develop industry sector strategies, we are working in partnership with San Joaquin Delta College, the County Office of Education, and economic development organizations, and have on-going conversations with representatives of priority industries. We conduct gap analyses to assess the needs of our employer community as it relates to training and securing qualified job candidates.

Our educational institutions, including our K-12, as well as, institutions of higher education, are a critical part of our sector strategies. Because they participate in discussions that leads to curriculum development, new skill sets and new job classifications are incorporated into training to be more responsive to the needs of priority sectors. Many of our growth and emerging sectors do not have access to training within their organizations. The WDB uses its OJT program to work with the respective employers to develop training customized to meet businesses' need. If an employer needs formal training from local institutions, the WDB may work with partners to develop customized training through a Contract Education Agreement for those employers. Local education partners may include San Joaquin Delta College, the adult schools, and the County Office of Education, among others.

Continue Discussions with Sector Partners: San Joaquin County WDB and our educational partners have held successful discussions with industry leaders. One of the most successful sector strategies has been the Health Force Partners co-founded by the Community Health Leadership Council, the Delta Sierra Adult Education Alliance and under the leadership of the San Joaquin County Board of Supervisors, Health Sector Employers, our Educational Partners, and the WDB/San Joaquin County WorkNet. The Health Force Partners is subsidized by the private sector and will continue to hold on-going conversations with industry leaders to be more responsive to the needs of the region. This Partnership has become a national model for industry sector strategies. Similar initiatives have been launched with manufacturing and transportation/logistics employers. As the economy struggles to recover, initiatives of this type will be critical to ensuring that workforce development and education remain in sync with emerging and changing needs of business.

Allow Employers to Provide Training through Work-Based Learning: Critical to developing and maintaining a comprehensive workforce development system is strong collaboration among partners and effective coordination of limited resources. It is critical to engage businesses in all facets of workforce development. The following are just a few of the opportunities to engage the employer community in playing a more critical role in workforce development.

Work Experience: While the WDB will pay the wages and workers' compensation insurance, an employer in the public or private sector can become a worksite for WIOA-enrolled individuals. The employer provides the work environment where participating individuals gain work experience, develop basic skills, build a strong work ethic, and learn job skills while earning a wage.

On-the-Job Training (OJT) Contracts: Employers can hire a WIOA participant under an OJT contract. Training is provided in accordance with a plan for a specific period of time. The business is reimbursed up to 50% of the wages paid to the employee to compensate for training the new employee.

Multiple-Employer Contract with ETP: Employers have an option to leverage ETP training resources from the State to help pay for the cost of training their incumbent workers.

San Joaquin County Apprenticeship Program: San Joaquin County employers now have an opportunity to engage in the San Joaquin County Apprenticeship program to train their employees, leveraging training resources from the State through the local educational agencies (LEA) such as San Joaquin Delta College and the County Office of Education. As more employers participate, more apprenticeship classifications will be developed and approved by the Division of Apprenticeship Standards. Businesses provide employment and hands-on training to reinforce classroom training provided by the LEA.

Prison-to-Employment Programs to support Transition to Employment: The San Joaquin County WDB is the administrative entity for a Regional Prison-to-Employment (P2E) program covering the entire San Joaquin Valley and Associated Counties region. The San Joaquin County WDB oversees the program in partnership with all eight (8) WDBs covering 10 Counties and 25% of the State of California's landmass. As administrator for the P2E program, the WDB serves as liaison between the State's California Workforce Development Board (CWDB), the California Department of Corrections and Rehabilitation (CDCR), the State Employment Development Department (EDD) and a variety of critical service organizations.

The San Joaquin County WDB also has an effective partnership with the County Probation Department and its AB 109 program. Seated on the San Joaquin County Correction Partnership, the WDB leverages all available resources and programs to support people coming out of incarceration and who are previously justice-involved.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

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

Coordination with AJCC Partners and WIOA Memoranda of Understanding

San Joaquin County WDB has active, strong, and effective partnerships dating back 40 years with public and private agencies that administer the WIOA partner programs. In addition to the many day-to-day interactions that the WDB has with the one-stop partner agencies, the participation of the partners in the planning process that has led to the development of the PY 2021-24 Local Plan is a testament to their commitment to San Joaquin County’s local workforce development delivery system.

Overview of Local One-Stop System Partners

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

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	San Joaquin County Workforce Development Board (WDB)
Title II Adult Education and Literacy	Delta Sierra Adult Education Alliance (DSAEA) Stockton Unified School District
Title III Wagner-Peyser	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	San Joaquin Delta College (SJDC)
Title V Senior Community Service Employment Program (SCSEP)	SER – Jobs for Progress, Inc.
Job Corps	Davis and Associates Communication, Inc./Sacramento Job Corps Center
Native American Programs (WIOA Section 166)	California Indian Manpower Consortium
Migrant and Seasonal Farmworkers (WIOA Section 167)	California Human Development (CHD)
Jobs for Veterans State Grants	Employment Development Department (EDD)

Youth Build	San Joaquin County Office of Education (SJCOE)
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant	San Joaquin County Human Services Agency (HSA)
Housing and Urban Development E&T	Housing Authority of the County of San Joaquin (HACSJ)
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	No Current Grant in San Joaquin County, however previous grantee is San Joaquin County Probation Department
Temporary Assistance for Needy Families (TANF)/CalWORKs	San Joaquin County Human Services Agency (HSA)

Memoranda of Understanding with System Partners

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

Coordination with AJCC Partner Programs

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

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

WIOA Title II – Adult Education and Literacy: The WDB has strong working relationships with all Title II partners. Through monthly meetings with Delta Sierra Adult Education Alliance (DSAEA), the body that encompasses all of the adult schools, the community college, and various community partners, San Joaquin County WorkNet identifies opportunities to co-enroll Title II participants in need of workforce training or job placement. As a result of this partnership, the WDB has received several State grants, including one to assist the County’s homeless population and another to assist English Language Learners (ELL). Through the ELL grant, WorkNet, adult school and community college staff developed and implemented a detailed process for co-enrolling participants, identifying the roles each staff would play and steps necessary to move participants toward their program goal. This process will be used for all programs – ensure effective co-enrollment and co-case management.

WIOA Title III – Wagner-Peyser: Weekly meetings are held among a cross-section of partner staff that work with the WIOA Title I program and WIOA Title III Wagner-Peyser program. Meeting agendas focus on coordination of service delivery between these two foundational programs. An example of collaboration is the recent Trade and Economic Transition (TET) grant that required the coordination of participants captured at the exit of the Reemployment Services and Eligibility Assessment (RESEA). Once individuals completed RESEA, the team ensured they received information enabling enrollment for dislocated workers expressing an interest in training.

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

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

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

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

Job Corps: The WDB has a signed MOU with the outreach contractor for the Sacramento Job Corps Center. Job Corps representatives visit the WorkNet centers to conduct outreach, orientations, eligibility determinations, intake, and initial assessments. Prior to the pandemic, Job Corps staff were present at the AJCCs three days per week. A return to this schedule is anticipated when operations fully reopen.

Native American Programs (WIOA Section 166): California Indian Manpower Consortium Inc., (CIMC) is the Section 166 grantee covering San Joaquin County. WDB staff support CIMC by promoting its various programs, including workforce development, Community Services Block Grant programs, childcare and development, the Elders Nutrition program, National Caregiver Support Program, Native Entrepreneur Training Program, Census Data Services, Tribal Business Services, and the Tribal Business Export Development Program.

Migrant Seasonal Farmworker Program (WIOA Section 167): California Human Development (CHD) is the WIOA Section 167 grantee for San Joaquin County. CHD provides a wide range of workforce development programs for migrant and seasonal farmworkers and their families, including training programs in construction, welding, and truck driving. Participants enrolled in training are eligible for supportive services such as assistance with rent, utilities, food, clothing, childcare, transportation and training-related expenses. Participants may be co-enrolled in WIOA Title I and Section 167 program services. The WDB and CHD are co-located in the Lodi WorkNet Center.

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

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

Trade Adjustment Assistance Act (TAA): The WDB staff works closely with EDD to serve individuals who qualify for TAA services. Participants may be co-enrolled in WIOA Title I services and TAA, with WIOA Title I providing career services and EDD coordinating payments to training providers, as TAA funds support training.

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

Housing and Urban Development Employment and Training Program: The WDB collaborates with the Housing Authority of the County of San Joaquin's Jobs Plus Initiative grant and is committed to providing youth and adult participants with employment-related activities, career services, classroom training, OJT, and supportive services. WorkNet/AJCCs often serve as an entry-point for Jobs Plus participants, as it is where they are able to access employment and training resources available through WIOA Title I and partner programs.

Unemployment Insurance (UI): The AJCCs are equipped with UI phones for customers seeking to file or having difficulty with their UI claim. EDD Wagner-Peyser staff stationed at the AJCCs often provide information to customers with general questions about UI or specific questions about claims. All AJCC staff members have received basic UI training

by EDD in order to answer basic questions or assist individuals who are completing UI applications online. Due to COVID-19 restrictions, EDD Wagner-Peyser staff have been pulled from the AJCCs. WIOA Title I frontline staff have been assisting customers applying for UI.

Second Chance: This program is currently under the umbrella of the San Joaquin County Probation Department, which has signed the MOU. The WDB works closely with the Probation Department to facilitate access to all WorkNet services.

Temporary Assistance for Needy Families/CalWORKs: The WDB collaborates with HSA to provide eligibility, initial assessments, outreach, intake, orientations, labor exchange information, job search referrals and labor market information as well as support service information. In addition, as an HSA partner, the EEDD serves CalWORKs participants providing Assessments, Work Experience, and Community Service opportunities.

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

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

In accordance with requirements outlined in State Directive WSD19-09, co-enrollment strategies are specifically described in the MOU executed between the Local Board and the AJCC partners. The MOU also acknowledges that participants may be co-enrolled into workforce development, training and support programs offered by WIOA and other funding administered by the Local Board (i.e., DOR Youth Work Programs, AB 109 Re-entry), identifying processes to address opportunities for co-case management. Several AJCC partners have established structured relationships with the San Joaquin County WorkNet AJCC system. For example, the Lodi Affiliate Center is co-branded as the "California Human Development Lodi WorkNet Center". In addition to WIOA programs and those of the one-stop partners, customers can access a number of specialized programs, including: the WIOA Section 167 National Farmworker Jobs Program; Dislocated Agricultural Workers Program; Community Service Block Grant programs; and various grant programs targeting the re-entry population.

Whether partners are collocated at WorkNet Centers or operate from other sites, shared participants, once co-enrolled, benefit from the commitment of local stakeholders to collaborate on the deployment and tracking of services, thereby co-case managing participants. Case managers are likely to communicate frequently, both verbally and in writing, about a co-enrolled participants' progress, successes, challenges, and changing circumstances. This communication is the central feature of the WorkNet system partners' approach to co-case management. The common case management is also facilitated using information sharing platforms such as CalJOBS, Community Pro Suite (preferred by Adult Education), and Unite Us (preferred by all CBOs serving the homeless

community). Common case management is also bolstered by the workforce system's use of Navigators. Supported by two grants, ELL Navigator and Workforce Accelerator Fund (WAF) 8.0 Homeless Organizations Providing Employment (HOPE), WorkNet staff connects with CBOs, educational entities, and participants with the goal of first connecting providers to other providers, and then providers to participants who can benefit from multiple services.

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

The WDB has strategically located WorkNet centers throughout San Joaquin County. The geographic distribution of centers enables staff and partners to effectively reach remote communities within service areas designated for each center, which include rural and remote communities. The centers, in effect, serve as hubs for the surrounding communities.

Physical Locations Serving Remote Communities

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

These affiliate centers provide the same services available through the Comprehensive Center in Stockton. In addition, the AJCCs have collaborated successfully with partner organizations with facilities in rural communities to provide information and services to individuals residing in remote locations.

WorkNet has moved many of its services online. Customers are able to watch an AJCC orientation video online, as well as request services via the web. The AJCCs have adapted to a virtual services model and can help customers no matter where they live. With this migration to online platforms, WorkNet leadership has recognized the need to ensure that online services are as effective as those provided in-person. San Joaquin County was recently selected to participate in a Human Centered Design (HCD) project sponsored by the James Irvine Foundation. Applying HCD principles to the current AJCC website was selected as one focus of the grant. As the result of COVID-19, San Joaquin County WorkNet repurposed its online platform to include all necessary forms for applicants to request and gain access to services. Consequently, the website became inundated with information, making the platform less user-friendly and difficult to navigate. Through the HCD project, a select team interviewed job seekers, existing customers, partners, and members of the community, discovering that WorkNet would benefit immensely from making some simple, but necessary changes to ensure that customers are able to find what they need on the website. Among the changes identified is the

inclusion of a feature that will enable customers with questions to connect via chat with an actual case manager, who will help in determining needed services. This feature will facilitate the delivery of service to rural areas of the county, using a customer's own equipment or computers/internet access provided by WorkNet partners in remote communities. In addition, forms will be fillable and be submitted directly online. With the increased availability of online and remote services, rural areas will also have better access to services from our partners.

Coordination of Workforce Activities and Support Services

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

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

- Bikes have been purchased for individuals who work hours outside regular bus schedules, so that they can get to and from work.
- Resources were leveraged working with the Human Services Agency to provide dental work for a participant who was missing the two front teeth and could not find employment.
- Costs of union dues were paid for participants who successfully completed Construction Technology Training and were hired by companies that have a collective bargaining agreement in place and need to meet their dues obligations before they can begin work.
- Costs of fingerprinting and background checks for student participants in the Delta Community College Registered Nurse program, as these are required to apply for a license.
- Payment for special endorsements, such as one for "hazardous materials" that make participants having completed truck driving training more competitive.
- Collaboration with agencies such as Ready-to-Work to provide housing and stability to participants through direct placement or On-the-Job training.
- The AJCCs work closely with our WIOA 167 partner to leverage resources and provide food and clothing as well as immigration services, if needed.

- The WDB collaborates with Title II partners to provide GED and High School Equivalency Certificates. Adult schools provide the education and WIOA Title I pays for the GED tests as well as any books and supplies needed for successful completion.
- The WDB coordinates with EDD to leverage resources for the TAA program. Title I staff provides the necessary assessments and supportive services and TAA covers tuition.
- Coordination with AB109 partners provides mental health services, general relief, and housing vouchers to ensure our AB109 customers are able and available for referrals to employment.
- The WDB partners with the San Joaquin County Department of Child Support Services (DCSS) to assist non-custodial parent customers who have had their driver's licenses suspended due to delinquent child support payments. DCSS staff is able to reinstate licenses and work out a repayment plan for customers enrolled with WorkNet to participate in training and seek employment.

The WDB coordinates the delivery of supportive services to participants who are co-enrolled in CalWORKs, AB109, WIOA Section 167, TAA and other programs. The WDB provides supportive services that are not subsidized or allowed under non-WIOA programs. The WIOA case manager coordinates with partner staff to ensure supportive services are provided as needed.

WorkNet anticipates that, throughout the various stages of pandemic recovery, participants' needs for support while receiving training and services is likely to grow.

Physical and Programmatic Accessibility for Individuals with Disabilities

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

Approaches and Partnerships Supporting Effective Service Delivery

All five AJCCs in San Joaquin County work closely with partners on making and receiving referrals so that the delivery of services for individuals with disabilities is convenient and seamless. Department of Rehabilitation representatives support WorkNet by providing ongoing assessment and evaluation of assistive technology resources. For example, documents are adjusted for the visually impaired and document viewers are available in

the AJCCs. Collaboration with local partner, Disability Resource Agency for Independent Living (DRAIL) also helps to inform the centers about client needs and resources required to address them. American Sign Language (ASL) interpretation and other forms of support are available upon request. Client surveys support the AJCCs in improving services for all customers, including jobs seekers with disabilities.

Ensuring Compliance

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

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

Staff Training to Increase Knowledge and Effectiveness

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

- The State Department of Rehabilitation rolled out a series of training session in 2019 for AJCC staff which provided information on fundamental approaches to service delivery for persons with disabilities, including understanding unique needs and capabilities of job seekers with a range of a disabilities.
- The EO Coordinator and WDB management staff attend State EO trainings to increase their understanding of compliance mandates.
- The EO Division of the San Joaquin County Human Resource Department provides training to new employees on services for individuals with disabilities, with refresher courses provided every two years.
- Training by consultants on the development and design of services for a wide range of target groups with barriers to employment.

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California’s Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, San Joaquin County WDB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

In San Joaquin County, there are two CalFresh Employment and Training (E&T) programs operating under the administration of the County Human Services Agency (HSA): one for which HSA directly provides services, and a second which is contracted out as a “third party program”.

HSA focuses the CalFresh E&T services for which it provides direct services primarily on the General Assistance population, offering services including job club, job search assistance, and support for job placement. Contracted CalFresh E&T services are provided by Community Partnership for Families (CPFSJ), a San Joaquin County-based non-profit organization representing neighborhood groups, faith-based organizations, schools, businesses, public and private health, and law enforcement agencies. CPFSJ manages six Family Resource Centers in Lodi, Stockton and Tracy. CPFSJ’s CalFresh E&T program uses the Bridge Academy model, which is based on a design launched in Fresno in 2010. Its mission is to support transition of families from public assistance to self-reliance. The program is aimed principally at families who are recipients of CalFresh (food stamp) benefits. The 18-month program, which is entirely voluntary, recognizes the importance of family support services in creating major life changes. With help from a career and family navigator, adults participating in the program get help with career training, finding a job, and building essential life skills like household budgeting. Children are matched with mentors and tutors to help ensure that they are healthy, going to school, and learning at grade level. The program connects and integrates a network of services so that families in need know how to use them to create a better life. More than 80% of participating families gain employment or significantly increase their incomes, and more than 30% achieve full self-reliance after only 18 months with these community programs. Taxpayers see a return of more than 5 to 1 for every taxpayer dollar invested. CPFSJ is now also serving AB 109 participants through its CalFresh E&T program.

Establishing and Developing the Partnership

During the development of our 2019 modification to the PY 2017-20 Local Plan, San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the local workforce system and agencies involved delivering CalFresh E&T services. Since initial discussion occurred two years ago, communication and referrals have been ongoing between the HSA and CPFSJ CalFresh E&T programs and the WDB. However, as outlined below, opportunities exist for improvements.

Building on Existing Collaboration

During discussions that took place during the development of this plan, the partners agreed to examine opportunities in the following areas.

- Increase collaboration with HSA on creating stronger connections between the General Relief population and the WIOA Title I programs.
- Collaborate with HSA on improving referrals and tracking.
- Collaborate with Community Partnership for Families on formalizing a referral process.

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

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

Establishing and Developing the Partnership

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

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

Building on Existing Collaboration

During discussions that took place during the development of this plan, the partners agreed to examine opportunities in the following areas:

- Expand the focus of WorkNet services for DCSS customers to include greater emphasis on also serving custodial parents.
- Increase DCSS and WorkNet staff knowledge about one another's programs through additional cross training.
- Identify opportunities and strategies to better publicize collaboration between DCSS and WorkNet, along with the benefits of participation in workforce programs.

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

San Joaquin County is covered by the Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties' Local Partnership Agreement (LPA) for Competitive Integrated Employment (CIE). The parties to the agreement include: the Department of Rehabilitation (Stockton Branch, San Joaquin Valley District and Modesto Branch, San Joaquin Valley District); Valley Mountain Regional Center (Stockton, Main Office San Joaquin County, Modesto Branch Office, Stanislaus County, San Andreas Branch Office, Amador, Calaveras, Tuolumne Counties); and Local Education Agency Core Partners: Amador County Office of Education, Calaveras County Office of Education, East Valley Education Center, Lodi Unified School District/ Special Education Local Plan Area (SELPA), San Joaquin County SELPA, Stanislaus Academy ,

Stanislaus SELPA, Stockton Unified School District/SELPA, and Tuolumne County Superintendent of Schools. The WDB and the local WorkNet/AJCC system is considered a collaborative partner. The goal of the agreement is to improve CIE opportunities for individuals with intellectual or developmental disabilities.

Establishing and Developing the Partnership

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

Building on Existing Collaboration

During discussions that took place as a part of the development of this plan, the partners agreed to examine opportunities in the following areas:

- Expand on WorkNet's success in serving individuals with specific disabilities (e.g., blind and visually impaired) to other include groups.
- Utilize the WDB's subcommittee on serving persons with disabilities to develop system-wide strategies to increase services to this underserved population.

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

Stakeholders continue to recognize that the needs of immigrants, refugees, and individuals in the process of developing English fluency are of paramount importance to the social and economic well-being of San Joaquin County. Of the approximately 750,000 people who call the county home, nearly forty percent (40%) are Hispanic or Latino and one in every four individuals is foreign-born. In addition to Latinos, immigrants and refugees from Southeast Asia also make up a significant portion of the foreign-born population. Immigrants are vital to the economy and government, community and business leaders agree that investments in this target population are critical to building a workforce capable of attracting a more diverse array of businesses and industries to San Joaquin County. In addition to local education agencies and the WIOA Section 167

grantee (California Human Development), which provide extensive services to English language learners (ELLs), the provider network serving immigrants in San Joaquin County includes, but is not limited to, Catholic Charities (including its Immigration Legal Services); Proyecto Esperanza (an advocacy-focused initiative of Catholic Charities); El Concilio; Social Justice Collaborative; CPFJSJ; and the Southeast Asia Resource Action Center, among others.

Establishing and Developing the Partnership

During the development of our 2019 modification to the PY 2017-20 Local Plan, San Joaquin County WDB convened stakeholders and the community around the development of a local level partnership between the local workforce system and agencies serving ELLs, immigrants and refugees. Since the discussions in 2019, stakeholders have continued to collaborate on the delivery of services to ELLs and the immigrant community. The enhancements to communication and coordination among stakeholders includes the establishment of a referral process using Community Pro Suite, an information sharing platform (preferred by local adult schools) to track participants. Services have also been streamlined and local CBOs have been included in grant funding requests for increased services to ELL participants.

It should also be noted that, during the development of this plan, stakeholders discussed evidence that the immigrant community has been severely and disproportionately impacted physically, economically, and socially by the pandemic. All agreed that recovery efforts, both current and future, need to give special attention to this vulnerable population.

Building on Existing Collaboration

During discussions that took place during the development of this plan, the partners agreed to examine opportunities in the following areas.

- Establish a structure for meetings, communication, and coordination among the network of education, workforce development and community providers that serve English language learners and immigrants.
- Collaborate on specific initiatives to increase access to technology and the internet for English language learners and immigrants.
- Identify opportunities to better engage English language learners and immigrants in career pathway programs.

IV. WIOA TITLE I COORDINATION

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

Staff Training and Professional Development to Increase Digital Technology Skills

One effect of the pandemic on WorkNet as an organization is an increased appreciation of how vital digital skills are for all staff. Our goal is that every employee has the requisite digital skills to solve problems, create information, and access and communicate information to others.

While staff, as a whole, has strong digital literacy skills, WorkNet recognizes that technology is consistently changing and that there will be an ongoing need for training. No less than twice annually, WorkNet management will assess staff needs for upgrade training and identify where such training may be available. Three likely resources or brokers for technology training are:

- California Workforce Association (CWA), which has a long history of offering training in topics for which there is significant demand among local workforce boards and the broader workforce community. CWA has also identified a strong group of experienced trainers and consultants as part of its California Training Initiative, which can serve as a resource for this training.
- To meet regional needs for staff training, the Central California Workforce Collaborative (CCWC) has proven to be a vital resource. CCWC is the association of workforce boards in and around the San Joaquin Valley. Boards within the region often collaborate on procuring and organizing training that will benefit multiple local areas' staff and partners. As the local boards begin to roll-out their PY 21-24 Plans, a region-wide assessment can be conducted to determine digital skills training needed by each local area. The Regional Organizer for the San Joaquin Valley and Associated Counties Regional Planning Unit can also be resourced to survey local boards about topics and potential training providers.
- Workforce GPS, a training initiative of the U.S. DOL Employment and Training Administration, will also be a good resource for digital skills training. The initiative works to consistently remain aware of key issues affecting the national workforce development community and makes available online training on such topics. For example, Workforce GPS recently hosted a session titled "Partner Discussion on the Exploration of a WIOA Holistic Case Management System," which included content on developing holistic case management system across WIOA partner programs. Additional training with a digital content focus is likely to be sponsored by Workforce GPS.

The San Joaquin County WDB will also use our quarterly “WorkNet University” sessions as a means of delivering digital skills training to staff and partners. Again, periodic assessments and surveys will be used to stay aware of the most pressing needs for technology skills training within WorkNet and across our local network of partners.

Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma
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The effects of the pandemic have also highlighted for the workforce system partners the extreme vulnerability of many individuals served by the local workforce system. Additional training on cultural competence and staff training on working with individuals affected by trauma would serve to make WorkNet’s case management and other services stronger, more effective, and capable of addressing a broader range of participant and community needs.

Cultural Competence and its Importance to the Workforce System

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

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

Training for Staff on Working with Individuals Having Experienced Trauma

The experience of trauma has widespread impact on the lives of those we serve. Trauma can lead to or exacerbate mental illness, substance use, and physical health conditions. Even without fully realizing it, workforce system staff work every day with individual that have experienced significant trauma. The impact of trauma is far reaching

and affects every aspect of health. By implementing a trauma-informed approach to service delivery, staff can improve the effectiveness of services and the quality of participant outcomes.

Implementing Training

Workforce system staff, including WorkNet employees and partners has attended training on working with diverse populations including immigrants, farmworkers, people with disabilities, formerly incarcerated and justice-involved individuals, disconnected youth, and others. One of the training highlights in 2020 included a full-day training entitled Trauma Informed and Beyond to better understand the long-term effects of childhood trauma as they relate to all aspects of life, including employability. In calendar year 2021 and 2022, staff will host and/or attend training offered by the San Joaquin Valley and Associated Counties Regional Planning Unit that will cover topics including race, equity, diversity, and inclusion. WorkNet management and staff will attend the eight offerings that will include disability awareness and etiquette training (including accessibility and hidden disabilities), AJCC Virtual Service Delivery, Promoting Job Quality (career ladders and labor market information), and employer engagement.

Coordination of Rapid Response and Layoff Aversion Activities

Rapid Response activities are coordinated with the local boards that are members of the Central Valley Regional Planning Unit (RPU) and through the Bay Area Rapid Response Roundtable. These groups respond to major business dislocation events, which affect San Joaquin County. Moving forward, the San Joaquin County WDB will engage with the Sacramento Region in an effort to connect to the Northern California Rapid Response Roundtable, which also addresses events that also impact our county.

Rapid Response Function

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

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

Lay-Off Aversion Activities

A core objective of the WDB's layoff aversion strategy is to minimize workers' reliance on UI. The D&B stress scores provides information on businesses that are stable and growing and provide the opportunity to rapidly reemploy potentially dislocated workers by transitioning them to similar businesses. Layoff aversion strategies rely on information such as:

- Opportunities for upskilling, such as incumbent worker training;
- The use of EconoVue to find hiring patterns and skills development;
- Job classifications and descriptions that identify critical skill set requirements;
- Frequency of the hiring in each classification;
- Number of vacant positions to be filled; and
- Anticipated hiring needs (backfilling).

As we engage with representatives of priority sectors, we collect this information, thereby enabling us to respond to future Rapid Response events and realize successful layoff aversion. Following receipt of WARN notices, the WDB's Rapid Response Team also secures pertinent information about the experience and skills of affected workers targeted for displacement. This information is critical to the development of ongoing layoff aversion strategies. The next step is to initiate contact with the businesses hiring individuals with the same skill sets as the affected workers. The team may facilitate negotiation of a severance packet that would support workers' transition to another employer, giving the workers the opportunity to finish work with the affected employer, if necessary.

Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs
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The San Joaquin County Workforce Development Board's One-Stop/AJCC system, which operates as San Joaquin County WorkNet, includes one comprehensive one-stop center and four (4) affiliate centers, each with at least three (3) of the mandated partners. In addition, there are several WorkNet "entry points" at strategic partner agencies locations throughout the county that provide access to the system through information and referrals.

Comprehensive America's Job Center of California

WorkNet's comprehensive AJCC in Stockton has earned both baseline and "Hallmarks of Excellence" certification and has developed a structured continuous improvement plan. Co-located partner programs at the comprehensive center include: all WIOA Title I programs; EDD's WIOA Title III Wagner-Peyser Program; and the San Joaquin County HSA's CalWORKs programs. Other WIOA-mandated one-stop partners operating at the center on a part-time or by appointment basis include, but are not limited to, Sacramento Job Corps and DOR. The comprehensive center is also the home to the San Joaquin County Economic Development Center, the Economic Development Association, the San

Joaquin County Revolving Loan Fund Board, the San Joaquin Delta College Small Business Development Center (SBDC), and Business Team San Joaquin, an association of 65 agencies dedicated to the delivery of services to business organizations to promote business development, expansion, and retention. Through the center, business partners have easy access to the workforce system partners and a variety of other resources, programs and services.

Affiliate AJCCs

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

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

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

The CHD/Lodi WorkNet Center is managed by California Human Development which is the WIOA Section 167 grantee. The Center provides services to migrant and seasonal farmworkers and, through the partnership with CHD, is able to provide 167-funded and other training and support services to eligible customers and their families. In addition, staff leverage resources and provide support services such as immigration information, rental assistance, and food to WorkNet customers in need.

The Manteca WorkNet Center is managed by the Manteca Adult School. Through this unique partnership, the Adult School refers job ready ELL students to the WIOA programs for assistance with books and supplies and job placement. WIOA staff is also able to refer customers who are basic skills deficient or want to enroll in the Adult School's GED program. Often customers are able to concurrently increase their English and/or basic skills or take GED classes while attending vocational training. Another advantage of this partnership is that WorkNet customers have ready access to CTE programs available through the Adult School.

The Delta WorkNet Center is managed by San Joaquin Delta Community College. Partner services offered onsite include CalWORKs assessments, the full range of

WorkNet services, and access to the college's CTE programs. The focus of this center is to assist students wanting to begin a vocational training provided by the college and to support students already enrolled in college, who need assistance that WorkNet can provide. Through this partnership, annually, we are able to assist more than 40 students graduate with an Associates of Nursing degree and obtain their license with the State of California. Having an AJCC located at the college is just one of the many ways that the WDB and Delta College work together.

The Tracy WorkNet Center is managed by the San Joaquin County WDB staff. In this Center, we partner with EDD Wagner-Peyser staff who provide Veterans' Program services as well as TAA services. We also have the Department of Child Support Services as a co-located partner. This partnership enables center staff to work with non-custodial parents and others who need assistance finding training or employment services. DCSS is able to assist WorkNet customers who are having problems with suspended drivers' licenses or with modifying or delaying child support payments while customers are in training.

The WorkNet system has implemented a variety of virtual services that includes web-based orientation, career exploration, and access to partner services. Expansion of virtual service delivery, as a companion to in-person services, will be a priority for the four-year period covered by this Local Plan.

Adult and Dislocated Work Services

Through the WorkNet Centers, the San Joaquin County WDB makes all WIOA Title I basic career services available to the public. For those who meet eligibility requirements and are need of additional support, individualized career services are available, such as:

- Comprehensive and specialized assessments of skill levels and service needs, which may include: diagnostic testing and use of other assessment tools; and in-depth interviews and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan (IEP), to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve employment goals;
- Group and/or individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- Adult education and literacy activities.

Training Services for Adults and Dislocated Workers

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

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

Priority of Service

The San Joaquin County WDB has implemented Policy and Procedure Directive (PPD) D-12, which provides guidance for staff and establishes procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient that are served by WIOA Title I Adult Program funds. The local directive follows guidelines expressed in State Workforce Services Directive 15-14. The PPD ensures that a minimum of 51% of all WIOA-enrolled adults meet one or more of the following categories for priority of service: receiving public assistance; other low-income; basic skills deficient; or meeting veterans' criteria.

Focus on Individuals with Barriers to Employment

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

English Language Learners and Basic Skills Deficient Adults: Staff works closely with WIOA Title II partners to establish career paths for individuals who are English language learners or are basic skills deficient. Monthly meetings are held by Delta Sierra Adult Education Alliance, which is comprised of local adult schools, the community college and partner agencies, such as the WDB, which serve the same target groups. Through this collaborative, a transportation-distribution-logistics (TDL) program was developed, and, to date, three cohorts have successfully completed training. In-class instruction was provided by the adult schools in Manteca, Tracy and Stockton. WIOA Title I staff was responsible for assisting with placement and, for those who were eligible for WIOA, OJT contracts were executed with businesses that could enhance learning via hands-on training. Through this collaborative, Prologis, a local business, reached out to the WDB asking to collaborate on the development of a platform that would provide training online,

followed by hands-on training through an OJT with the company. Prologis secured funding, established the online training, and is hoping to be able to hire 300 trained Individuals in 2021. This year, the collaborative will continue to work together to further career paths for TDL and has established committees to incorporate feedback from all the stakeholders, which include training providers and their instructors; the WDB and its staff; economic development representatives from local cities; and employers. The goal is to identify business needs, outline career paths reflecting these needs, delineate training content, and identify the organization(s) that would provide training.

Homeless and Housing Insecure Individuals: The WDB has secured funding to assist the County's homeless population. Two staff have been assigned as navigators. One navigator is working directly with the partners to provide information about the programs and funding available to homeless individuals. The second navigator is assigned to work with candidates to get them through the intake process and ensure successful enrollment into the WIOA program. Staff is utilizing the Unite Us platform to track and document all services that are provided.

On-Going Improvements to Adult and Dislocated Workers Services

The WDB created an ad hoc committee to address the employability of adults and dislocated workers. Surveys asked businesses to rank the following topics in order of importance: teamwork; professionalism in the workplace; productivity; respect for authority; verbal communication; organization; dynamics of an effective team; written communication; personal hygiene; communicating effectively when working remotely; onboarding and employer expectations; following direction; accepting feedback in the workplace; time management; conflict resolution; leadership; and communicating with difficult people or in difficult situations. As a result, new Job Readiness Training (JRT) workshops were developed. These workshops cover critical skills needed for job seekers to gain the advantage when looking for and securing employment with local businesses.

Services and Activities Available under WIOA Title I Youth Program

The San Joaquin County WDB's Title I WIOA Youth Programs meet all federal and state requirements, including making available the 14 WIOA Youth elements to all participants. However, as federal workforce funding for youth has steadily decreased over the last two decades, the WDB has worked collaboratively with partner organizations throughout the county to link a wide array of youth-serving programs and initiatives into an overarching youth service strategy for San Joaquin County, which supplements the WIOA Youth Program. Together, the WDB, local educational agencies, community and faith-based organizations, law enforcement, local cities, businesses, and others continue to work to ensure that a robust set of workforce development services is available to youth and young adults throughout the county.

Contracted WIOA Youth Programs

The mission of the WDB is to provide activities to enable young adults to be work-ready and prepared for their future. Services provided help young adults gain access to opportunities for work-based learning, complete industry recognized credentials, and enter employment in demand occupations. Youth services are designed in a manner that will provide a critical continuum of services to help disconnected youth navigate between the educational and workforce systems. With the focus of the WIOA youth program on serving out-of-school youth, it is necessary for WIOA youth program service providers to work closely with the WorkNet system since it is likely this population will be visiting the WorkNet AJCC job center seeking career services.

The San Joaquin County Office of Education (SJCOE) WorkStartYES and CHD WorkStart programs work in conjunction with other community organizations to provide numerous workforce development activities to WIOA-eligible youth and to increase participant employability and skill levels. Each youth receives one-on-one guidance and support from a Career Developer, who assists in bridging gaps and identify services through referrals to community agencies. The WDB staff establish work experience sites, in both public agencies and private businesses, to provide eligible youth with paid work experience opportunities allowing development of work readiness skills and familiarity with the world of work.

Through the County Purchasing Department, the WDB released a request for proposals (RFP) in late 2020 for WIOA Youth Program services. The RFP emphasizes the availability of online services as an option for participants.

Connecting Youth to the Network of AJCCs

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

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

Services for Youth with Disabilities

WIOA programs operated by SJCOE and CHD provide participants with disabilities the same full range of services that other youth receive. For WIOA-enrolled youth with

disabilities who are attending school, modifications and accommodations may be made according to the student's Individual Education Plan (IEP). Youth with disabilities are often co-enrolled with other programs and providers, such as WorkAbility, CaPROMISE and the Students Training and Employment Program (STEPS) funded by the State Department of Rehabilitation. STEPS provides youth with disabilities job readiness training and work experience in a career pathway matching their interests and career goals. The WDB also collaborates as a community partner with the organizations that are party to the Competitive Integrated Employment (CIE) Local Partnership Agreement (LPA) to create CIE opportunities for job seekers with disabilities, including youth.

Youth Workforce Initiatives and Programs

After many years of doing so, the WDB continues to serve as convener of youth service agencies with San Joaquin County. Leveraging resources across a myriad of organizations, the WDB, systems partners, and other stakeholders have delivered a variety of services including:

- A Youth Leadership Conference, which (other than during a pause due to the pandemic) has been attended annually by 1,800 to 2,600 youth from every school district in the county since 2000
- Private sector subsidized employment opportunities
- Literacy and tutorial program for youth of all ages
- A High School Internship program in the private sector
- Mentoring programs for at-risk youth
- Intervention for youth engaging in gang activities
- Career and Technical Education
- Teen Parenting and Support Services
- Public and private non-profit community service
- Career exploration and labor market orientation

The WDB is also working with the adult schools to create a bridge between the CTE programs and graduating seniors who express an interest in vocational training. Collaborations are underway with Manteca Adult School, which offers training in Welding, Advanced Manufacturing, and TDL and with the Lodi Adult School, which has several programs that prepare students for entry-level positions in healthcare, such as CNA, Medical Assistant, and Home Health Aide.

The WDB also works closely with youth programs administered by partners, including:

Youth Employment Opportunities Program (YEOP): The program is a collaboration of individuals and organizations dedicated to providing accurate, timely, and empowering information to youth in connection with job search and career development activities. The program is administered by EDD and includes activities and initiatives that support increased youth employability with some youth participants stationed in the Stockton AJCC.

Hire Me First Internship Program: The program is a collaborative effort of WorkNet; the Tracy Chamber of Commerce; City of Tracy; San Joaquin County Office of Education; local school districts and business. It was established to promote youth employability through increased employment opportunities, internship and job shadowing experiences. Hire Me First provides students the opportunity to work for a business and gain hands on experience.

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

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

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

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

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

Fulfilling the AJCC Operator Function

One-Stop Operator services have been competitively procured and a contract has been executed. A subregion (five local areas) of the SJVAC RPU collaborated on the procurement and one Local Board took responsibility for the procurement process and for overseeing a master agreement with ProPath, Inc., the selected provider. ProPath has nearly four decades of experience serving California’s workforce development system and is well qualified to function as the operator for the San Joaquin County workforce system.

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

1. Facilitate collaboration and cooperation among local one-stop system partners within the AJCC and the local workforce development area;

2. Validate and ensure that partner organizations adhere to the requirements of the negotiated one-stop MOU regarding collaboration and providing infrastructure and operations contributions, as required by WIOA legislation; and
3. Act as a liaison between the WDB and the partners.

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

WIOA Adult and Dislocated Worker Service Provider

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

V. CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24
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Based on discussions held throughout the planning process, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

Business-Focused Opportunities

1. Establish a structured process for businesses to meet with educators and workforce development professionals to regularly review businesses' skill needs and opportunities to develop curricula that responds to these needs.
2. Create a process to regularly secure feedback from businesses on the full range of services provided by WorkNet and the local workforce system.

Service-Focused Opportunities

3. Increase the use of “navigators” across the system to address the needs of vulnerable populations and to support special initiatives (such as a “Digital” Navigator).
4. Identify strategies to make available more training, coaching and support for entrepreneurship, as opportunities are likely to abound as the economy recovers.
5. Bring workforce development and education together to identify critical workplace writing skills and consider options for providing writing skills training to job seekers and incumbent workers.
6. Bring system partners together to develop a protocol for defining “essential digital skills” recognizing that these are now considered by many to be basic education skills comparable to math and English.

System-Focus Opportunities

7. Examine opportunities for expanded use of the Unite Us information sharing platform.
8. Create a workgroup of system stakeholders to develop strategies to address the childcare crisis. This critical need will affect the success of women rejoining the workforce as the economy fully reopens.
9. Join with other local and regional initiatives to address the technology gap that exists for vulnerable populations and communities and develop a plan for digital inclusion.

10. Pursue opportunities to align the workforce system’s recovery strategy with state, county and municipal efforts.

Partnership-Focused Opportunities

11. Explore opportunities to expand partnerships at this critical time.
12. Consider the development of a “mission” statement that would represent the broader workforce development system in San Joaquin County.
13. Create more opportunities for all system stakeholders to gather in a forum setting to examine critical issues and share ideas.
14. Collaborate with HSA on creating stronger connections between the General Relief population and the WIOA Title I programs.
15. Collaborate with HSA on improving referrals and tracking.
16. Collaborate with Community Partnership for Families on formalizing a referral process.
17. Establish a structure for meetings, communication, and coordination among the network of education, workforce development and community providers that serve English language learners and immigrants.
18. Collaborate on specific initiatives to increase access to technology and the Internet for English language learners and immigrants.
19. Identify opportunities to better engage English language learners and immigrants in career pathway programs.
20. Expand on WorkNet’s success in serving individuals with specific disabilities (e.g., blind and visually impaired) to other groups.
21. Utilize the WDB’s subcommittee on serving persons with disabilities to develop system-wide strategies to increase services to this underserved population.
22. Expand the focus of WorkNet services for DCSS customers to include greater emphasis on also serving custodial parents.
23. Increase DCSS and WorkNet staff knowledge about one another’s programs through cross training.
24. Identify opportunities and strategies to better publicize collaboration between DCSS and WorkNet, along with the benefits of participation in workforce programs.

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-24 Local Plan, the San Joaquin County WDB hosted a series of four community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

Vision for the Local Workforce System: How can workforce system partners and other stakeholders create a system that is more equitable, accessible, and effective?

This forum was held via Microsoft Teams on November 19, 2020 and January 13, 2021.

Strengthening the Role of the AJCC as an Access Point for all System Partners and Programs: How can the AJCC be more effectively promoted and used as a central access point for all local workforce system services?

This forum was held via Microsoft Teams on December 16, 2020.

Improving Workforce System Services: How can workforce system services be made more effective and relevant for all customers, including vulnerable populations that have been underserved by traditional programs?

This forum was held via Microsoft Teams on January 4, 2021.

In addition, a planning discussion centered on “vision” was held with the members of the Workforce Development Board during their meeting on October 28, 2020.

Where necessary, agency-to-agency discussions were held with various partners and stakeholders to collaboration between their programs and those of the San Joaquin County WDB. Such discussions were conducted via Microsoft Teams and included meetings with:

- English Language Learner-Immigrant-Refugee Services Network on November 18, 2020 via Microsoft Teams.
- San Joaquin County Department of Child Support Services on December 3, 2020 via Microsoft Teams.
- San Joaquin County Human Services Agency and the CalFresh Partners on December 10, 2020 via Microsoft Teams.
- Competitive Integrated Employment Blueprint Local Partnership Agreements Partners on January 7, 2021 via Microsoft Teams.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<p>Emails sent with Save the Date information, Reminder Emails, Flyers, and Reminders of Upcoming Events were shared at public meetings. Partner organizations also promoted the Local Plan forums with their participants and other organizations.</p>	<p>Board of Supervisors Business Community CalFresh/SNAP Providers California Partnership for Families Chambers of Commerce Childcare Service Providers Community Based Organizations Community Leaders Department of Child Support Services Department of Rehabilitation Economic Development Associations Employment Development Department (EDD) English Language Learners Organizations Healthcare Organizations Justice Involved Organizations Labor Organizations Members of the Public Municipalities Organizations including Adult Schools, Community Colleges, State 4-Year Universities, Private Colleges Revolving Loan Fund Board San Joaquin Partnership</p>	<p>Attendees below participated in 1-to-1 discussions with the WDB. California Human Development California Partnership for Families Catholic Charities Center for Business and Policy Research at University of the Pacific Delta College Delta Sierra Adult Education Alliance Employment Development Department (EDD) EDD Regional Advisor Family Court Services at Superior Court Members of the Public Regional WDB Directors and Staff San Joaquin Building & Construction Trades Council San Joaquin County Department of Child Support Services San Joaquin County General Hospital & Clinics San Joaquin County Office of Education San Joaquin County Veterans Office San Joaquin Partnership Small Business Development Center State Department of Rehabilitation</p>	<p>All of the partners were engaged in the planning process as referenced in Attachment 1 – Stakeholder and Community Engagement Summary.</p>

	Superintendents and Administrators of Educational Workforce Development Board Members	Stockton School for Adults Stockton Unified School District Valley Mountain Regional Center WIOA Strategic Partners Workforce Development Board Members	
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PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN



1.	From: No comments disagreed with the plan.	Date:
Comment:		

2.	From:	Date:
Comment:		

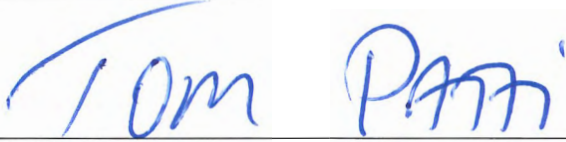
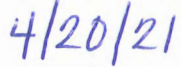
SIGNATURE PAGE

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

For the **Workforce Development Board**

	
Diane Vigil, Chair	Date

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

	
Tom Patti, Chair	Date