

CENTRAL VALLEY

BUILT 4 → SCALE

Good Jobs Challenge | Grant Proposal | February 10, 2022



Prepared by the Fresno County
Economic Development Corporation



Section 1a: Executive Summary – Title: Central Valley Built 4 Scale

Regional Training System(s): Service region (FIPS): Fresno (6019), Kings (6031), Madera (6039), and Tulare (6107) Counties. System Lead: Fresno County Economic Development Corporation (EDC). Backbones (Sectors): Fresno K-16 Collaborative (Business Services), Fresno Regional Workforce Board (Construction), San Joaquin Valley Manufacturing Alliance and Generation USA (Manufacturing), and Madera County Workforce Board (Transportation).

Project Summary: Built 4 Scale unites dozens of organizations in California’s Central Valley to place 2,500 people into high-quality jobs through demand-focused programming with 2Gen-informed¹, community-based recruitment and wraparound services. Underrepresented communities will make up at least 70% of training and job placements, reflecting the diversity of this persistent poverty region of 1.8 million. Leveraged funds will provide \$5+ million in work-experience wages to remedy a common barrier to training enrollment and retention: lower income workers are forced to choose between earning a paycheck or obtaining the skills, experience, and connections they need to secure living-wages. Built 4 Scale builds upon unprecedented collaboration focused on inclusive economic development with four core pillars:



Section 1b: Describe the System Lead Entity or Backbone Organizations

Fresno County EDC, with 41 years experience in business and community service, will serve as the Built 4 Scale System Lead. In 2018, EDC received the International Economic Development Council’s Gold Award for Best Workforce Programs. EDC possesses the expertise, capacity, and creativity to support partners whose projects address priorities in workforce and economic development. Key Built 4 Scale partners include regional Workforce Development Boards, post-secondary institutions, adult education schools, employer-led industry associations, and Generation USA, a national nonprofit focused on serving businesses and underrepresented

¹ 2Gen approaches whole family well-being by working with both children and adults to create an ongoing legacy of educational success and economic prosperity.



job seekers alike. Working with EDC, United Way of Fresno and Madera will support CBOs with participant recruitment, wraparound services, and career navigation for job seekers and incumbent workers. As further demonstration of this partnership's credibility and convening power, Built 4 Scale includes support letters from city and county government stakeholders, post-secondary institutions, and labor union organizations such as the State Building and Trades Council of California and the Fresno Madera Kings and Tulare Building Trades Council, among others (see letters of support).

Built 4 Scale unites stakeholders with cross-sector experience driving projects to successful outcomes. As mentioned, EDC will bring to the role of System Lead extensive workforce development experience including an internationally award-winning workforce development program that provides employers with wage subsidies in return for on-the-job training provided to Welfare-to-Work participants. Since 2014, this program has provided **\$12.6 million in subsidized wages**. This program has **enrolled 280 employers** and **supported 1,845 job placements**. EDC also runs several training programs including a truck-driver program, founded by a local business owner, and the Central Valley Training Center, a collaborative effort with the state's High Speed Rail Authority with the goal of providing training and employment opportunities to underserved, underrepresented communities in the nation's first high-speed rail project. Lee Ann Eager, EDC's CEO, has served on the California Transportation Commission since 2020 as an appointee of Governor Newsom, and was named chairperson in 2022.

Built 4 Scale also includes three workforce development boards, which are WIOA-mandated to operate a demand-driven workforce system coordinating partner agencies. The three workforce boards partnering with EDC play significant roles in this proposal. Regarding sustainability, Built 4 Scale includes multiple partners² who obtained more than \$1 million in revenue based on most recently available IRS 990 filings. Partners have experienced staff, many with extensive experience in workforce development, to ensure program success. Please refer to the budget narratives and staffing plans for additional details. Built 4 Scale is also supported by the Fresno D.R.I.V.E. Initiative, a comprehensive ten-year plan for region-wide inclusive community and economic development to address Urban Institute's 2018 findings that Fresno was the least economically and racially inclusive of the 59 largest cities in the state.

Fresno's Workforce Development Board will act as the **Construction** backbone building on a 14-year partnership with labor unions and the regional building trades council. More than 400 participants have completed construction apprenticeship readiness training through this partnership and nearly 80% found subsequent employment. Among those employed, nearly two-thirds were from demographics historically underrepresented in the industry. In Built 4 Scale, this sector partnership will incorporate and expand another construction pre-apprenticeship program, Valley Apprenticeship Connections (VAC). Since 2016, VAC has trained 425 pre-apprentices with an 80% job placement rate and average starting wages of \$21.48 per hour. VAC is currently piloting a mobile, rural training program which is identified for continued

² More than \$130 million per year was raised by the five highest-revenue partners based on the most recent 990s: Fresno Economic Opportunities Commission: \$108 million (2019), Fresno Workforce Board \$17.21 million (2019), Madera Workforce Board: \$3.23 million (2019), United Way: \$2.89 million (2019), Fresno County EDC: \$2.70 million (2018).



funding from EDA to reach the underserved who may otherwise lack access to skill-building opportunities.

The San Joaquin Valley Manufacturing Alliance (SJVMA) will co-backbone **Manufacturing** with Generation USA, a national nonprofit. SJVMA is a Central Valley based, 1,400 member employer-led industry association with cross-sector partnerships throughout the region. Generation—founded by McKinsey in 2014—is a workforce development provider that seeks to create business value for employers and lasting impact for participants through individualized training pathways; rapid, industry-focused program development; and short-term bootcamp-style training. Their programs reduce first-month turnover by 80%. The entry-level manufacturing program proposed will be based on a currently operating pilot for high complexity manufacturing companies (Stihl and IMS Gear) in Virginia. Generation’s business development director brings years of industry experience and uses employers’ workforce challenges as an opportunity to help develop the capacity of all functions at the participating organizations. The Manufacturing Institute (see attached letter of support) will offer thought-partnership as this sector refines incumbent worker training during program design.

Madera’s Workforce Board will backbone **Transportation**, which has grown significantly due to the region’s equidistant location between port cities. Plans for additional distribution centers will exacerbate already intense demand for occupations in this sector. Another employer-led industry association, the South Valley Industrial Collaborative, will participate in this sector and also contribute to manufacturing sector objectives. In both Transportation and Manufacturing, the sector partnerships are designed intentionally to build local capacity to help address challenges faced by smaller and mid-sized businesses, which predominate in the region. These programs are timely as the Biden Administration’s historic U.S. Innovation and Competition Act of 2021 and Infrastructure Investment and Jobs Act take effect. A number of incumbent worker training pathways are identified within the proposal for these sectors. Additionally, funds have been set aside for these sectors to RFP for additional solutions to address employer needs.

Business Services within this proposal address needs that are found across all industries in the region. The Backbone, the Fresno K-16 Collaborative, currently operates under a large state-funded pilot to better align educational systems around equity and industry demands. This administrative support and connections to existing educational providers will greatly assist the other partners in the region with leveraging other education and training opportunities. Partners in this sector provide significant leverage, including some with paid training opportunities. One such example is Bitwise Industries, which offers both pre-apprenticeship and multiple Department of Labor registered apprenticeship programs in information technology.

Built 4 Scale partners conduct extensive research on local labor market dynamics. Common challenges and opportunities are apparent. For example, small and mid-sized companies prevalent in Built 4 Scale industries struggle finding entry-level talent because they compete with bigger, more visible players in other industries but with lower quality jobs. Leveraging community based recruitment while coordinating new hire and incumbent worker pipelines, as proposed, will catalyze economic growth and provide good jobs to the underserved or underrepresented. Common needs for entry-level and incumbent workers include essential skills and educational skills (e.g., math). Increased employer awareness about untapped labor



force potential and the benefits of reinvesting in their workforce will also be part of Built 4 Scale. Best-practice interventions can improve the baseline of entry-level talent, help companies onboard a work-ready population, build trust capital both in communities and with businesses for continued upskilling, and demonstrate positive returns on investment.

Section 2a: Employer Leadership and Commitments

Built 4 Scale addresses employer needs for trained and work-ready individuals at a time of unprecedented labor force challenges. Solid hiring commitments collected from 50+ businesses ensure 900+ Built 4 Scale job seekers will have employment upon training completion. Built 4 Scale proposes ongoing employer engagement and skills refinement in program design followed by a quick transition to implementation (discussed below) to maximize impact in low/mid-income communities. The partnership's strategy to onboard additional employers includes leveraging relationships at economic and workforce development organizations, chambers of commerce, training providers, educational institutions, and business associations. Many employer commitment letters in this application include working with CBOs on shared challenges and opportunities. This will facilitate collaboration and shared learnings from participant recruitment to hiring and on to retention and upskilling.

Both Fresno County EDC and the Tulare Workforce Board administer Welfare-to-Work subsidized employment programs, a source of leverage for work experience and significant incentive for employer recruitment. Several current incumbent worker training providers are partnering in this proposal, which will expand Built 4 Scale's employer network. Their work will facilitate hiring from and referrals to grant-funded programs. Labor unions, local hire agreements – a Construction sector project – and industry associations will continue to recruit employers to hire in all four sectors³.

Employer needs are essential to Built 4 Scale partners, which will continue under Good Jobs funding. As an example, Fresno County EDC is assisting wireless carrier T-Mobile on their workforce needs for a new customer support center in the region that will employ 1,000⁴. Knowledge of these hiring requirements were highly relevant in the sector strategy with this application. As discussed, Workforce Boards are required to incorporate the needs of priority sectors. Post-secondary providers have employer advisory councils. Employer engagement is unique to each training provider and the populations that they serve. But, the graphic below depicting Generation's 5-Step process for program refinement is illustrative of the employer- and learner-focused work Built 4 Scale proposes. As an example of the spirit behind Built 4 Scale, in the manufacturing sector, the approach will be shop-floor centric while also engaging business decision-makers with the opportunity to engage throughout the five-steps of each learner's journey.

³ Supporting letters are provided for hiring commitments, business associations, chambers of commerce, and economic / workforce development organizations throughout the service area.

⁴ In discussion with company representatives and regional workforce providers, it is estimated that at least 100 jobs from Built 4 Scale pathways can be filled because of this new T-Mobile support center locating in the region. See attached letter from T-Mobile.



Built 4 Scale researchers used several data sources to identify occupations that will be highly in demand for the region⁵. Industry engagement confirmed demand for these occupations. This proposal includes a clear skills tracking strategy to identify employer needs around these most in-demand occupations and translate these needs into training programs⁶. A regional career-navigation online platform will be established with grant funds by Gladeo to guide both participants and the community through employment pathways funded by the grant and those funded by other existing, often low-cost, resources. This approach incorporates all four pillars in Built 4 Scale. Gladeo provides virtual career exploration and navigation for the historically underrepresented to navigate their way to high-quality jobs. This career exploration platform will feature short videos of program participants describing how the skills they acquired led to increased economic opportunity and other benefits. This will enable participants as well as community-based case managers who may be unfamiliar with occupations and industries to better determine appropriate training and employment pathways. As a publicly available resource, the platform will also serve as a marketing tool for Built 4 Scale specifically, and upskilling opportunities more generally. Gladeo's support of training model refinement will include researching skills-tracking databases, leveraging experience of training providers, and conducting employer surveys to refine training activities.

Regarding worker perspectives, CBOs will actively recruit and support job seekers, leveraging their relationships with underserved and underrepresented communities. Labor union support is evidenced within the stakeholder letters submitted as supporting documentation by the Building and Construction Trades Council of California and by the inclusion of the regional building trades council as trainers in Built 4 Scale. Employers, CBOs, and workforce practitioners have partnered on Fresno's D.R.I.V.E.⁷ Initiative since 2019. D.R.I.V.E.'s Theory of Change points to its goal of economic growth that is based on transformed systems that enable historically excluded racial minority communities to prosper.

⁵ Government data on projected job creation and EMSI job postings data.

⁶ For details on skills tracking, please see the proposal from Gladeo in Supporting Documents.

⁷ D.R.I.V.E. (Developing the Region's Inclusive & Vibrant Economy) launched by Central Valley Community Foundation with 150 organizations participating resulted in multiple unique but mutually supportive inclusive economic development proposals, see supporting document.



To that end, D.R.I.V.E. commissioned New America in 2019 to research and uplift voices of marginalized workers in the region. Workers reported it was easier to find lower-quality jobs, but these jobs came with difficult working conditions which exacerbated other challenges. What workers wanted, as expressed to New America, included higher pay, better jobs and benefits, increased opportunities for upskilling that also addressed barriers, and more support from managers. Recent engagement with CBOs confirms these findings. New America has supported this application as a thought-partner and offered, as evidenced by their letter of support, continued assistance with incorporating worker perspectives.

Section 2b: Other Stakeholders and Partnerships

This proposal has previously identified several types of stakeholders and partners. Additional supporting documentation is included related to their roles, responsibilities, and commitments. Labor unions are included as training providers and supporting organizations. Chambers of Commerce and business associations provide employer leadership and will continue to grow the demand-side of the workforce ecosystem. Gladeo will provide an online, region-specific platform for jobseeker / worker recruitment and career navigation and will monitor training program employer satisfaction and skills attainment for the most in-demand occupations in Built 4 Scale. CBOs with established relationships in communities will conduct outreach, case management, and help coordinate wraparound services for the ecosystem⁸. Gladeo will enable these CBOs to support career navigation, and the United Way of Fresno and Madera⁹ will act as a CBO capacity-builder to ensure both participant and CBO are on pathways to long-term stability. Another contractor, Unite Us, will act as a facilitator of social care for the ecosystem while supporting data tracking related to demographics and outcomes, wraparound services, and leveraging resources available in the community.

Unite Us provides an end-to-end technology solution for referrals to social care to identify and address unmet social needs. Unite Us enables access to over 12,500 in-network and out-of-network organizations in California and continues to onboard new providers. Fresno County Department of Behavioral Health has just signed on to this network, which will help Built 4 Scale address workforce barriers in the most populous region of the service area. Unlike strictly internal data management systems at one provider, Unite Us enables the tracking of referrals from issuance to resolution. Unite Us will provide Built 4 Scale partners with assessment tools to proactively identify unmet needs; send and receive these closed-loop referrals; and track outcomes, impact, and identify any gaps or disparities.

Built 4 Scale proposes allowing multiple CBOs, after vetting by United Way and signing an MOU, to participate in program services via Gladeo and Unite Us. Rather than issuing an RFP for CBO services and picking winning (and losing) organizations and communities, Built 4 Scale will allow CBOs to participate to the extent that meets the needs of those they serve¹⁰.

⁸ Using the Unite Us platform Fresno County EDC will be able to approve requests for wraparound services not designated directly to training providers.

⁹ United Way runs a local help line (211) that can facilitate Built 4 Scale enrollments.

¹⁰ Fresno County EDC proposed this idea to EDA via the grant's Q&A email address. During program design, this idea can be developed with EDA to follow applicable federal guidelines.



Built 4 Scale proposes that CBOs receive ‘payments for impact’ from grant funds based on their effective use of screening tools, training programs, and employment outcomes. These ‘payments for impact’ will be tracked by Unite Us and are set aside as a line item under Fresno County EDC’s system lead budget. The exact structure and timing of these payments will be determined collaboratively during the first months of the project, when all sectors remain in program design. By partnering with Unite Us, Built 4 Scale can easily reimburse providers in a scalable and accountable way. For example, tracking and executing a partial payment after a trainee has remained in a job for a certain time (e.g., three months) and the remaining amount once the trainee has retained that job at a subsequent milestone (e.g., six months). Unite Us provides a simple method to confirm enrollment / employment in an online form that can be converted into invoices including participant information, service and provider information, coding, and fees with a single click. This streamlined process saves time and money. Wraparound support funded by the grant can be issued in a similar manner. Unite Us can connect participants to other wraparound services not charged to the grant through its existing and expanding network. This helps ensure that trainees have access to social care they may need to be stable and employable for the long-term, and addresses barriers to training, employment, and job retention. In addition, Unite Us will continue its work onboarding CBOs continuing to add capacity that Built 4 Scale can leverage.

Unite Us’ Insights Center can provide Fresno County EDC with detailed service-level tracking and reporting at the individual, provider, and network levels. Unite Us tracks longitudinal care history enabling close monitoring of social care interventions and program successes. Built 4 Scale could then not only track key outcomes and metrics, but also intervene rapidly when there are challenges affecting an individual rather than waiting for periodic outcome reports to work their way up from providers. The Unite Us system has built-in equity monitoring functionality through a Health Equity Report, which disaggregates data by race, gender, and geography, facilitating actionable, data-driven decision-making. The proposal from Unite Us, provided as a supporting document, includes customizations during program design specifically to meet the requirements of the Good Jobs Challenge and Built 4 Scale.

Section 3: Regional description

Built 4 Scale includes Fresno, Kings, Madera, and Tulare Counties, a population of 1.8 million based on the 2020 Census. This area was selected due to boundaries of labor unions, educational institutions, business associations, chambers of commerce, and community based partnerships. Fresno, centrally located, is the fifth largest city in the state and 34th largest in the country and a relatively short commuting time for most residents of the region. The Agricultural industry dominates this region (LQ 11.11) as the Central Valley produces 25% of the nation’s food¹¹. Agriculture sustains the region, and the nation, but too often offers low-paying work. Moreover, automation has lowered employment in this sector while climate change presents long-term challenges. The two most populous counties, Fresno and Tulare, are persistent poverty counties (PPC), and about 80% of the population in the service area therefore lives in a PPC.

¹¹ Sources: <https://ca.water.usgs.gov/projects/central-valley/about-central-valley.html> and LQ data: EMSI aggregated for the four Built 4 Scale counties, collected in Fall 2021



Based on 2019 estimates 345,087 residents, or 19% of the service region, live below the federal poverty line. This is 70% higher than the average rate for the U.S. Per capita income for this region is \$23,308, about \$11.21 per hour, 32% lower than the U.S. average. Less than 30% of the population identifies as White (Alone) and the majority identify as Hispanic / Latino.

The sectors identified for this grant -- Manufacturing, Construction, Business Services and Transportation -- are expected to see an increase of more than 10,000 *new* jobs in highly in-demand occupations between now and 2026¹². Many employers now struggle to fill *existing* positions in these sectors. Built 4 Scale proposes to fill about 25% of these new jobs helping to keep the regional economy going while providing pathways to economic opportunity for the underserved or underrepresented. Within manufacturing, needed skills include but are not limited to using programmable logic controllers and welding certifications. In transportation, commercial truck driving licenses are highly sought after as are other stackable certifications. In business services, there is strong demand for customer service representatives, bookkeepers, project managers and information technology functions, among others. In construction, strong math skills are difficult to find and a large percentage of those seeking a better job in this sector would benefit from work-focused English language instruction. Across industries, skills requirements include digital literacy, math, and soft skills like communication and adaptability.

All of the industry sectors in Built 4 Scale are listed in the Fresno, Kings, Madera, and Tulare CEDS for further development with the goals of expanding job creation, increasing wages, and improving workforce training. These CEDS also suggest training and employment in these industries would help to provide low-income, historically underrepresented communities with pathways to increased prosperity. These plans also point to the region's need for economic diversification. In terms of a clear regional need beyond upskilling, these CEDS identify a feedback loop where workforce skills impede economic diversification, which then hinders workforce development. Leveraging the collaboration evidenced in this proposal will help break this feedback loop and support the region's small- and mid-sized businesses and their ability to compete in the 21st Century.

Section 4a: Project components and regional workforce system impact

This project proposes Program Design to expand and increase linkages within and across existing sectoral partnerships, and Program Implementation to provide direct services leading to 2,500 or more job placements. The existing regional workforce system is equipped with significant assets. Each county has a Workforce Development Board¹³ and there are multiple institutions of higher learning. There are also dynamic CBOs assisting those with employment barriers such as justice-involved individuals, precariously housed, migrant farmers, immigrants, or those with disabilities.¹⁴ Despite this, employers struggle to find and retain workers. As with any workforce system, there are gaps and potential benefits to additional coordination and

¹² Government data on projected job creation by occupations in Built 4 Scale sectors by 2026. Several occupational tables are included in the supporting documents

¹³ Kings County Workforce Board also serves as the county's Economic Development Organization and has provided a letter of support attached to this application.

¹⁴ Letters of interest from CBOs working with all these communities are included among others.



occupational pathway refinement. This proposal addresses these gaps and enables increased coordination within the workforce ecosystem and the broader social care system.

Employer challenges in the region center on a lack of entry-level and higher-skilled workers. Employers are resorting to over-time shifts and are increasingly reliant upon costly temporary staffing agency labor as a result. The lack of workers may seem surprising as unemployment remains quite elevated at 7.4%¹⁵, compared to the national rate of 3.9% as of December 2021. However, part of the challenge employers face has to do with job readiness and skill levels. Job seekers and incumbent workers, on the other hand, need assistance obtaining new skills and finding high-quality jobs. The solution to these challenges lies in collaboration and coordination, which Built 4 Scale would enable as the workforce ecosystem deepens its partnership with community and place-based organizations. Within each sector, Built 4 Scale's four pillars will lead to increased coordination and expansion of training opportunities resulting in sufficient workers to meet employer needs.

In **Construction**, multiple pre-apprenticeship programs will be coordinated to 'feed' into state registered apprenticeships while sharing service-delivery best practices. In addition to this, a first-of-its-kind mobile and rural pre-apprenticeship program will be funded in this sector to increase access to geographically underserved areas of the region, such as West Fresno County, where poverty rates reach 40%. WIOA funds will be leveraged to provide program participants with transitional employment working on Habitat for Humanity project sites while they await apprenticeship enrollment and / or looking for employment with private sector contractors. The sector also includes assisting local jurisdictions in implementing local hiring requirements to increase the number of apprentices labor unions are able to hire in the region.

In **Manufacturing**, the solution to employer challenges at entry- and higher-skilled levels will be shop-floor centric, with experienced consultants helping to train the next generation of leaders, referring incumbent workers to existing training pathways, and Generation USA partnering with CBOs and social enterprises to add entry-level workers into the upskilling pipeline. The sector will also RFP for employer-designed program(s) that are accessible to diverse communities to address some of the most pressing skills needs in the sector. The **Transportation** sector will include warehouse occupations and truck driver training, with highly in-demand stackable certifications provided to assist graduates of programs both funded and not charged to the grant. This sector will also RFP to address the reskilling needs of the region's automotive mechanics as the state transitions to carbon-neutral heavy duty vehicles. **Business Services** will bring multiple partners together and provide options such as short term certificate programs, tech-focused registered apprenticeships, internship opportunities targeting underrepresented communities and social enterprises such as Valley Center for the Blind. Both employers participating in other Built 4 Scale sectors and those that are not will benefit from job seekers and workers trained in these occupations.

Regional assets and challenges in workforce development have been addressed. The crux of these challenges are too many barriers, both individual and structural, to high-quality jobs and a human capital pipeline that leaves too many behind. This results in workers and job seekers struggling to make ends meet while employers struggle to find and develop talent. Economic diversification, as noted in the region's CEDS, and workforce development are intertwined.

¹⁵ State data collected on Feb. 1, 2022 for all four counties in the Built 4 Scale region.



Through the four Built 4 Scale pillars, the workforce development ecosystem will have increased offerings, improved coordination, and be made more accessible through community- and place-based partnerships. Employers, enabled by existing initiatives such as D.R.I.V.E., will better understand barriers to employment and retention and how social care systems can not only support personal growth but also business and economic growth¹⁶. Investments in Built 4 Scale would have benefits beyond participating job seekers. Platforms such as Gladeo and Unite Us, discussed elsewhere, would assist the entire region with career navigation and social care. Capacity building at CBOs and with training partners would also benefit others not directly participating in the grant.

Section 4b: Recovery and Resilience and other EDA investment priorities

- **Recovery and Resilience:** High-quality jobs made available to underrepresented, underserved communities will support growing industries. Vacancies impede economic diversification and resilience in a region confronting endemic, multigenerational poverty.
- **Equity:** CBO-based recruitment and support networks providing services to underrepresented / underserved communities denied full opportunity to participate in economic prosperity.
- **Workforce Development, Manufacturing, Technology-Based Economic Development, Exports / FDI:** Built 4 Scale is the partnering and precursor initiative of the Central Valley Community Foundation’s Build Back Better proposal soon to be submitted to EDA. This Agriculture Technology-Based initiative, vital to the long-term future of this persistent poverty region, will foster regional knowledge ecosystems. Built 4 Scale would drastically increase the pipeline of job-ready talent. Built 4 Scale includes best-in-class workforce training activities to meet the needs of the regional business community, including Manufacturers. Expanding and upgrading the available workforce will increase the region’s competitiveness and grow the capacity of domestic suppliers serving other industries. Within transportation, Built 4 Scale includes port-access credentialing to ease import backlogs and create better paying career opportunities.
- **Environmentally-Sustainable** Built 4 Scale will prioritize environmentally sustainable practices such as electric vehicles or mass transit networks when providing transportation support. In transportation, an RFP will seek an electric vehicle maintenance program to address a labor market need prior to the state’s zero carbon mandates. The project also includes onramps to careers in the nation’s first high speed rail project.

Section 4c: Describe jobs and wages, discuss leverage, include how data will be collected

Built 4 Scale will place at least 2,500 participants into high-quality jobs. The partners in this project have as a goal that 1,750 (70%) of these 2,500 participants will be from racial minority communities, reflecting the diversity of the region. With multiple CBOs working with

¹⁶ A pilot initiative of two Built 4 Scale partners, Career Nexus and the San Joaquin Valley Manufacturing Alliance will soon begin to inform business decision-makers on the returns on investment human development can have for their businesses.

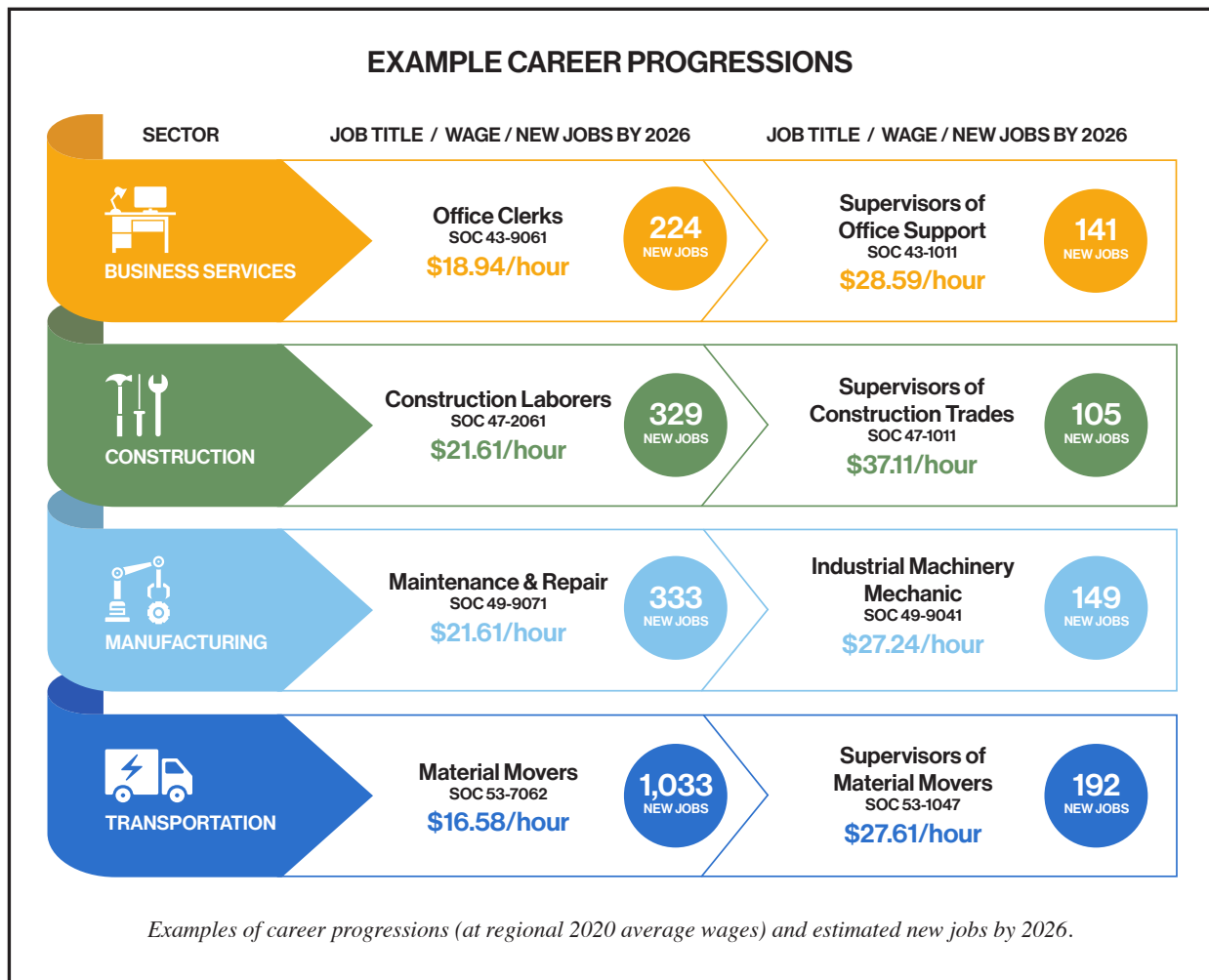


other underrepresented and underserved communities, e.g., LGBTQ+, the total percentage of participants from one or more of these demographics will likely be much higher than 70%.

Additional details on resource leverage can be found in the materials attached to this application. A high-level summary of anticipated leverage includes:

- Temporary Assistance for Needy Families wage subsidies;
- Workforce Investment and Opportunity Act funds including wage subsidies;
- Social enterprise and nonprofit / philanthropic funds;
- Existing funding (federal and state) for education; and
- Social care resources navigated via Unite Us and/or by CBOs.

Continued leveraging of federal, state, and local funding alongside philanthropic investments will support the sustainability of this project. Newly hired workers will remain eligible for wraparound services and support, such as transportation and case management, for at least 90 days after initial hiring. Regarding jobs, wages, and potential for career progression, in the supporting documents section, there are occupational tables for each industry with the projected number of *new* jobs for each occupation and wages as published by BLS in 2020. Example career progressions earning multiples of the region’s per capita income include:





Section 4d: Feasibility, experience, and research

All partners in Built 4 Scale have experience addressing the needs of employers in one or more industry sectors while providing economic opportunity for underrepresented, underserved communities. Built 4 Scale would enhance cross-sector and cross-provider coordination, include a more expansive approach to community and place-based recruitment, and provide tools to enable career navigation and increased access to social care, i.e., wraparound services.¹⁷ This will meet employers' most pressing needs, which are job-ready workers at multiple stages of the career ladder. Built 4 Scale includes the expansion of established, successful programming – new to the region or newly available in parts of the region – and addresses both the supply and demand side of the workforce ecosystem with community and place-based recruitment and continued employer engagement. One of the most important elements supporting the achievability of the goals of this partnership is Fresno D.R.I.V.E., a multiyear inclusive economic development project in the region. Built 4 Scale incorporates best practices and learnings from similar, demand-driven workforce initiatives including Real Jobs Rhode Island and California's High Road Training Partnership¹⁸. According to the University of Rhode Island's analysis of Real Jobs Rhode Island¹⁹, best practices in that program that are incorporated in Built 4 Scale include: the formation of long-term sectoral partnerships, training curricula that focuses on distinct target populations and provides benefit to industries in need of talent, a focus on both new and incumbent workers, and a focus on industries in higher need of workforce support.

Section 4e: Target demographics, estimate of direct and indirect project impacts

Built 4 Scale will target 1,750 (70%) of the 2,500 job placements for those from minority backgrounds, reflecting the diversity of the region. The table provided below includes a breakdown of several racial or ethnic groups and what an approximately representative distribution of job placements would look like. However, this table would understate the overall inclusivity of the project because of the participation of CBOs who serve other underserved or underrepresented populations. Several examples of these populations that are not necessarily reflected in the table include: justice involved individuals (CBO: Hope Now), victims of human trafficking, (CBO: Made For Them), the precariously housed (CBO: Live Again Fresno), areas with very high poverty rates²⁰ (CBOs: Highway City Community Development and West Fresno Family Resource Center), persons with disabilities (CBO: Valley Center for the Blind), etc.

¹⁷ Wraparound costs vary by population, support, etc. These services, according to experienced program managers, assist with retention. Built 4 Scale partners have experience with these services and also incorporated research based on the 2014 Farm Bill USDA Pilots: <https://www.fns.usda.gov/snap/expanding-opportunities-and-reducing-barriers-work-interim-summary-report-evaluation-snap>

¹⁸ In California, HRTP programs often involve unions and paid work experience. Unions are explicitly incorporated into Built 4 Scale's Construction component and paid work experience is part of all other proposed sectors through TANF and other leveraged funding sources.

¹⁹ Source: <https://web.uri.edu/ssirep/rjri-analysis/>

²⁰ HCCD's area in Metro Fresno is 82% Non-White with childhood poverty rates of about 40%.



Target Rates of Training and Job Placements by Select Race and Ethnicity

	Hispanic / Latino	Asian	Black	Native American
Recruited & Screened	1,909	278	174	104
Provided Referrals	1,736	252	158	95
Training Placements	1,578	230	143	86
Job Placements (Program Completion)	1,420	207	129	77

To meet Built 4 Scale’s goal of 2,500 job placements, an estimated 2,800 will be placed into a training or work experience program leading to a high-quality job. To reach that metric, an estimated 3,400 individuals will be recruited and 3,000 of those will receive an initial screening with subsequent referrals facilitated via Unite Us and / or Gladeo. Therefore, as a result of grant funding, thousands of individuals and families will be provided referrals to social care resources and about 3,000 people will receive some form of individualized employment and training advice. CBOs that can support individuals not yet ready to enroll in Built 4 Scale will be able to continue providing services at no additional cost to the grant. Social care assistance leveraged by this grant could mean hundreds of families enrolling into programs like Food Stamps or WIC. 15 CBOs have provided a letter of interest, but this network is built for scale as well.

Section 5a: Provide an estimated funding request for the proposed partnership(s) or system

Built 4 Scale requests \$24.5 million to train approximately 2,800 individuals with high-quality job placement for at least 2,500. Millions of dollars would go to wraparound services to ensure underserved and/or underrepresented communities participate. Demographics will be tracked via Unite Us, discussed earlier, and program successes will be verified by training providers and employers. During the employment verification process, employers will confirm retention, wages, and identify further wage progressions if applicable. Unite Us will also track both grant-funded and not grant-funded wraparound services. Projected costs follow in the table below and include \$1,365 in grant-funded supportive services for each participant.

Projected Costs for Built 4 Scale

	Business	Construction	Manufacturing	Transportation
Total EDA Costs	\$6,114,222	\$5,639,830	\$6,375,626	\$6,355,538
Training Participants	870	519	705	775
Placed in Job (90%)	783	467	635	698
Cost per trainee	\$7,062	\$10,867	\$9,043	\$8,201
Cost per job placement	\$7,847	\$12,074	\$10,048	\$9,112

Overall, Built 4 Scale estimates more than 2,500 participants placed into good jobs at a cost of less than \$9,500 per participant. Two sectors will issue industry-led RFPs. Leveraging TANF and WIOA were not included in estimates and may result in higher counts than above. Estimates for leveraged funds are included in budget narratives and supporting letters.



Section 5b: Describe anticipated program design and implementation projects

Each Built 4 Scale sector anticipates about 6 months of **program design**. In all sectors, the following projects will be addressed during this time:

- add to employer hiring commitments;
- refine skills requirements for occupations and verify or modify skills training pathways;
- refine job placement strategies;
- identify curriculum for Gladeo for regional career navigation platform;
- work with CBOs on recruitment, social care, and career navigation; and
- develop screening, referral, outcomes, and other data tracking forms with Unite Us.

The long-term funding strategy for all sectors will include philanthropy, institutions of higher education, adult education programs, workforce boards, and businesses to coordinate workforce problem solving. Sector specific projects and strategies are discussed below:



Business Services envisions 30 subsequent months of program implementation across multiple training providers and pathways including:

- Short-term certifications in office management, bookkeeping, and office computer use, all designed to help people find high-quality, in-demand jobs
- Paid internships targeting underserved or underrepresented with vetted businesses in occupations and industries with the most promising career pathways
- Pre-apprentice and paid D.O.L. registered apprenticeship opportunities in multiple information technology careers
- Support for those living with disabilities and for those who would employ them
- Leveraging providers, e.g., postsecondary education, for continued upskilling



Construction envisions five years of total programming including program design. Leveraging WIOA requires a final year (year 5) of follow-up job placement and retention support and the sector's emphasis on apprenticeship readiness results in longer-term training. Projects include:

- Scaling best-in-class pre-apprenticeship programs by adding mobile, rural programming
- Assisting jurisdictions enact local hiring requirements for publicly funded projects, due to receive massive inflows of state and federal funds, which increase the amount of available apprenticeships unions can support in the region
- Coordinating calendars of various pre-apprenticeship programs with the regional construction apprenticeship system
- Providing upskilling via a new professional development certificate at Fresno State in construction management for non-college students



Manufacturing envisions 30 months of subsequent program implementation across multiple training providers and pathways including:

- A short-term, bootcamp style training project that simulates entry-level assembly line work as it is done at the region's major employers with subsequent job placement and retention support (see "Fresno Gear Up" attachment)
- An experienced social enterprise providing case management alongside incremental paid work experience for those with persistent barriers
- Using employer-verified postsecondary vocational training programs for both entry-level and incumbent workers, such as welders, machinists and maintenance mechanics



- Shop-floor centric incumbent worker training provided by a Manufacturing Extension Partnership provider to produce the next generation of floor leaders
- **Transportation** envisions 30 months of subsequent program implementation across multiple training providers and pathways including:
 - Stackable certifications and credentials to allow new and previous program graduates still looking for work to be more competitive in the labor market
 - Truck driver training programs using economies of scale to fill one of the most in-demand occupations in the region
 - Using employer-verified postsecondary vocational training programs for both entry-level and incumbent workers

RFPs worth \$1,500,000 will be issued in program design to meet needed incumbent worker upskilling requirements in transportation and manufacturing that would also be accessible to Built 4 Scale target communities.

Section 5c: Barriers, wraparound services, program sustainability, and job retention support

Built 4 Scale partners have extensive experience confronting barriers. Although no workforce development system can address all barriers, Built 4 Scale has a comprehensive strategy to assist as many as possible. The most significant wraparound resource, in monetary terms, will be subsidized work experience, totaling more than \$5 million and provided through leveraged resources. This will be part of work experience programming and will address a common barrier: the need to earn income. This barrier can prevent many from enrolling or completing even short-term training. This support, as well as other wraparound resources, will help participants address the ‘cliff effect,’ a term describing the loss of real income when no longer on public assistance. United Way will assist CBOs with the ‘cliff effect.’ Knowledge of and ability to navigate resources can also be a barrier in itself. To increase knowledge and navigational capacity of available resources, both workforce related and otherwise, Built 4 Scale will harness the social care coordination potential of Unite Us and the career navigation assistance provided by Gladeo.

CBOs bring invaluable assets including community credibility and experience with barriers like soft skills, mental health, and other systemic issues. To add capacity, the EDC’s (System Lead) budget includes funding for an experienced social worker, who will both train-the-trainers at CBOs and assist with the most challenging cases. Funding is allocated in the System Lead and other budgets to address barriers to transportation, legal issues, housing, child care, and items required for training or employment such as drivers licenses, equipment, tools, uniforms, etc. Educational and skills attainment barriers will be addressed with sector-specific training. CBOs and some training providers will also provide case management services. Child care and housing are common and expensive barriers in workforce development. Built 4 Scale’s strategy around these barriers will be twofold. First, the partnership will work with partners that have early childhood education services to leverage these resources following a 2Gen approach to whole-family economic prosperity. Secondly, an RFP will be issued during program design to provide expert facilitation services to resources and direct services for child care. Long-term program sustainability will include the existing workforce ecosystem and examine novel approaches to program financing such as career impact bonds (CIBs) and employer support (see attachments for Social Finance’s letter and research on CIBs). With industry, trainers, and CBOs at the same table, Built 4 Scale will address systemic barriers including overt discrimination and inadvertent acts that harm employees, employers, the economy, and the community. Built 4 Scale brings this unprecedented coalition of stakeholders together to find shared solutions to shared problems.