

Silicon Valley Workforce Investment Network (Work2Future)

Work2Future's Local Plan Vision supports regional collaborative partnerships that include employers from priority industry sectors and targets leveraged investments in quality training in these sectors. Their regional economic and workforce analysis shows San Jose as having great influence on the regional economy. While Work2Future forecasts long term job growth in most industries, they identified the following priority industry sectors:

- Health;
- Advanced Manufacturing; and
- Information and Communication Technology and Digital Media.

Work2Future's Business Services Plan supports their priority industry sectors through existing and new regional workforce development networks and industry sector partnerships. Their plan includes a robust business service operation that supports the following types of training:

- Entrepreneurship;
- Customized and on-the-job training (OJT);
- Apprenticeship training; and
- Technology-based training.

Proactive rapid response through layoff aversion and Trade Adjustment Act (TAA) assistance are also key components of their Business Services Plan.

Work2Future's Adult Strategies emphasize career pathway approaches to training in growth industry sectors utilizing "earn and learn" approaches such as:

- OJT;
- Registered apprenticeship; and
- Attainment of industry recognized certificates and credentials.

Their plan commits at least 25 percent of their WIA Adult and Dislocated Worker (DW) funds towards these training approaches and also commits to serving all populations, especially those most in need.

Work2Future's Youth Strategies focus on collaboration with its youth partners to increase high school completion and support higher education and training opportunities in Science, Technology, Engineering and Math (STEM).

Administratively, Work2Future's plan shows that they are a community leader in many initiatives; has a plan to braid and leverage multiple sources of funding; and has a plan for continuous improvement.

Sacramento Employment and Training Agency (SETA)

SETA's Local Plan Vision supports regional collaborative partnerships that include employers from priority and emerging industry sectors and targets leveraged investments in quality training in these sectors. Their regional economic and workforce analysis shows the following priority and emerging industry sectors of focus are expected to generate over 50,000 jobs by 2017:

- Health Services;
- Information and Communication Technology/Digital Media
- Construction; Energy Efficiency and Utilities; and
- Transportation, Production and Manufacturing.

SETA forecasts long term job growth in most industries in the region with the employment base projected to increase by 8 percent by 2017.

SETA's Business Services Plan supports their priority and emerging industry sectors through existing and new regional workforce development networks and industry sector partnerships. Their plan includes a business service operation led by an Employer Outreach Committee and includes the following activities:

- Employer and stakeholder roundtables;
- Employer needs assessment;
- Worker skills gap analysis;
- Customized training and OJT; and
- Apprenticeship training.

Proactive rapid response through layoff aversion and Trade Adjustment Act (TAA) assistance are also key components of their business service plan.

SETA's Adult Strategies utilize a career pathways training model that focuses on work preparedness, and attainment of industry recognized certificates, credentials, or degrees needed for a specific job, occupation, or occupational group in one of the priority/emerging clusters. SETA uses the following "earn and learn" approaches:

- Basic skills training (High School Completion/GED Prep; VESL; Job Readiness)
- Occupational skills, OJT and cohort training; and
- Registered apprenticeship.

Their plan commits more than 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

SETA's Youth Strategies target high risk youth for work readiness services. Their Youth Council collaborates with area youth partners in support of these strategies.

Administratively, SETA's plan shows that they are a convener and are an active leader in their region's workforce development activities; they braid and leverage funding from their stakeholders to support their sector initiatives; and they are committed to continuous improvement.

Santa Cruz County (WIBSCC)

WIBSCC's Local Plan Vision is to prepare skilled workers for jobs in emergent industries and job openings created by retirements; continue regional collaboration to respond to employment opportunities with business growth; and enhance efforts to prepare youth for work in coordination with education partners. Their economic and workforce analysis shows Santa Cruz County is projected to add 5,400 private sector jobs by 2016, with retail and wholesale trade, professional services and healthcare showing the most growth. WIBSCC identified the following priority industry sectors:

- Agriculture, Water and Environmental Technology;
- Retail/Hospitality/Tourism; and
- Health.

WIBSCC's Business Services Plan is led by a Business Services Committee and supports their priority industry sectors through:

- Industry sector partnerships to identify employer needs, and skills gaps;
- Proactive layoff aversion;
- Subsidized Employment
- OJT; and
- Registered apprenticeship.

WIBSCC's Adult Strategies utilize education system partnerships to emphasize career pathway approaches to training in growth industry sectors utilizing "earn and learn" approaches such as Career Technical Education (CTE) and OJT.

Their plan commits at least 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

WIBSCC's Youth Strategy is to prioritize educational, employment, degree or certificate investments for vulnerable, at-risk, and low-income youth with the emphasis on graduating from high school, post-secondary education, vocational or industry certificate training, and/or the development of career goals. WIBSCC's Youth Council collaborates with its youth partners to increase high school completion and support higher education and training opportunities in priority industry sectors.

Administratively, WIBSCC's plan shows they are a leader, catalyst, and facilitator among the broad range of workforce development partners and organizations both within the County and the Central Coast region; will continue to braid and leverage funding from multiple sources; and has a process for continuous improvement.

Kings County

Kings' Local Plan Vision is to continuously engage local and regional employers, job seekers, organized labor, economic development, education and other community organizations to develop the local workforce, and to respond to current and emerging regional industry sectors. Kings does this through active participation on the California Central Valley Economic Development Corporation (CCVEDC) and San Joaquin Valley Partnership (SJVP). Their economic and workforce analysis shows Kings County is projected to add 7,000 new jobs and 11,100 replacement jobs by 2020. Kings identified the following priority industry sectors:

- Health;
- Agriculture, Water and Environmental Technology;
- Energy and Utilities;
- Global Trade and Logistics; and
- Construction and Public infrastructure.

Kings' Business Services Plan is led by a Business Services Committee and supports the following business service activities:

- Industry sector partnerships to identify employer needs, and skills gaps;
- Proactive rapid response;
- Pre-apprenticeship; and
- Entrepreneurial training.

Kings' Adult Strategies utilize education system partnerships to emphasize education and career pathway approaches to training in growth industry sectors utilizing "earn and learn" approaches such as:

- Job readiness training;
- Adult literacy and basic education/GED attainment;
- OJT and customized training all in support of;
- Attainment of vocational certificates and credentials.

Their plan also commits 25 percent of their WIA Adult and DW funds towards these training strategies and also commits to serving all populations, especially those most in need.

King's Youth Strategies emphasize reducing youth unemployment and poverty and focus on multi-agency coordination led by their Youth Council in support of year-round academic excellence, career guidance and earn and learn opportunities like paid work experience or OJT in an occupational area consistent with their career goals.

Administratively, Kings' plan shows they are the only broad-based, employer-led board focusing exclusively on employment and training issues in Kings County and the region. Kings is the local entity looked to for presentation and insight into local labor market information presentation and syntheses. Through regional collaboration with neighboring WIBs, the CCVEDC and SJVP, Kings will continue to braid and leverage multiple sources of funding, and has an established process for continuous improvement.

Riverside County

Riverside County's Local Plan seeks to achieve the following goals:

- Align services to meet industry needs;
- Prepare the adult and youth workforce for current and future economic needs; and
- Educate political leaders at all levels about the importance and local impact of workforce development.

Riverside County will accomplish this utilizing sector strategies, regional workforce development networks and industry sector partnerships focused on career ladders. Their economic and workforce analysis shows a significant population increase and at least a 10 percent increase in jobs in most sectors over the next five years. Riverside identified the following priority industry sectors:

- Health;
- Information and Communication Technology/Digital Media;
- Advanced Transportation and Renewables;
- Energy and Utilities;
- Global Trade and Logistics; and
- Construction and Public Infrastructure.

Riverside County's Business Services Plan is led by three regional committees representing the three distinct regions of the county. These committees oversee the following business service activities:

- Business analysis to identify and resolve skills gaps;
- Business retention and expansion;
- OJT; and
- Employment Training Panel (ETP) services.

Riverside County's Adult Strategies utilize collaboration between community colleges and businesses to support increasing worker skills to obtain, retain and advance in high wage, high growth or high demand occupations and careers in priority industry sectors utilizing approaches such as:

- Community college certificate training;
- "Earn and learn" models such as apprenticeship training; and
- OJT and customized training.

Their plan also commits 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

Riverside's Youth Strategies are aimed at the "whole youth" in the region and rely on multi-agency coordination led by their Youth Development Council in support of a broad spectrum of youth services, including work readiness certificates to meet the varied needs of youth throughout the county.

Administratively, Riverside County's plan shows they are an active leader and convener on workforce issues in the county; has a plan to braid and leverage multiple sources of funding; and has an established process for continuous improvement.

South Bay (SBWIB)

SBWIB's Local Plan Vision embraces comprehensive strategies to meet the needs of business for a skilled workforce, while at the same time creating opportunities for workers to prepare for and enter into well-paid careers. SBWIB actively collaborates with a wide range of regional stakeholders through an economic and workforce development network and four industry sector partnerships. Their economic and workforce analysis shows between 2012 and 2017, Los Angeles County is expected to add 403,900 new jobs in nonfarm industries. SBWIB identified the following priority industry sectors:

- Health;
- Advanced Manufacturing;
- Information and Communication Technology/Digital Media;
- Global Trade and Logistics; and
- Construction and Public Infrastructure.

SBWIB's Business Services Plan is led by a Business and Economic Development Committee that oversees the following business service activities:

- Workforce development and training services available to local businesses;
- Strategies for determining business needs;
- Coordination and collaboration with a network of business assistance providers;
- Leveraging resources to increase training opportunities for businesses;
- Determining skills gaps, barriers and priorities;
- Joint planning and strategy development;
- Use of work-based training to meet workforce development needs;
- Collaboration with apprenticeship programs;
- Linkages with other labor-sponsored programs; and
- Rapid response strategies.

SBWIB's Adult Strategies are sector-focused and provide ample opportunity for job seekers from all backgrounds to access "earn and learn" training programs linked to demand occupations within promising sectors and enable job seekers to acquire industry-recognized certifications enabling them to initially earn competitive wages and later progress along a career path. SBWIB has a strong framework for developing career pathway programs that include the following components:

- Partnerships with sector employers, education and labor partners;
- Increasing the number of workers training for demand industries and occupations;
- Utilizing proactive layoff aversion to identify employers in distress and up skill workers;
- OJT and customized training; and
- Apprenticeship training.

Their plan also commits 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

SBWIB's Youth Strategies communicate the importance of STEM skills; expose youth to advanced training and work environments; prepare youth for the world of work; and introduce youth to life-long learning.

Administratively, SBWIB's plan shows they are an active leader and convener on workforce issues both locally and throughout LA County; has successfully braided and leveraged multiple sources of funding; and has an established process for continuous improvement.

North Valley Job Training Consortium (NOVA)

NOVA's Local Plan Vision is to provide customized workforce investment services that effectively meet the rapidly changing employment needs of businesses and job seekers in a highly competitive and global economy. This vision is supported by ten priority strategies that include regional collaboration, priority industry sectors, and leveraged investments in quality training in these sectors. Their local and regional economic and workforce analysis shows Silicon Valley is dominated by technology jobs, which are expected to grow 25 percent by 2020. This region has a significant impact on California's economy. The growth rate of the region's Gross Metropolitan Product was 7.5% from 2010 to 2011 — the greatest of the 100 largest metro areas in the U.S. NOVA identified the following priority industry sectors:

- Health;
- Advanced Manufacturing;
- Information and Communication Technology/Digital Media; and
- Construction and Public Infrastructure.

NOVA's Business Services Plan is led by an Executive Committee and includes a real-time labor market intelligence task force, sector and demand-side strategies taskforce and a strategic partnerships and regionalism task force. Collectively these task forces provide a full range of business services, with a focus on identifying skills gaps, proactive layoff aversion and TAA.

NOVA serves its adult customers through four basic functional areas: It is a workforce board; a one-stop center available to all job seeker and employer customers; a planner and implementer of customer-group focused programs for target populations; and a platform for advocating for its customers and partners. NOVA emphasizes career pathway approaches to training in growth industry sectors utilizing "earn and learn" approaches such as:

- Adult basic education;
- OJT;
- Registered apprenticeship; and
- Attainment of industry recognized certificates and credentials.

Their plan commits at least 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

NOVA's Youth Strategies focus on ensuring that opportunities exist for youth to build the knowledge, skills, and attitudes necessary for employment and future economic independence and family self-sufficiency. Their Youth Committee collaborates with community partners to increase high school completion and support higher education and CTE training opportunities.

Administratively, NOVA's plan shows that they are a community leader and convener in many initiatives; has successfully braided and leveraged multiple sources of funding; and has an established and successful continuous improvement process.

City of Richmond (RWIB)

RWIB's Local Plan Vision is one of sustainable economic prosperity in the City of Richmond that supports the health of businesses and enhances the lives of citizens in the community. This will be done through regional collaborative partnerships that include employers from priority and emerging industry sectors and targets leveraged investments in quality training in these sectors. Their economic and workforce analysis shows that Contra Costa County has fallen behind other communities in the Bay Area in creating high-quality jobs. However, the City of Richmond has begun to experience a revitalization and diversification of its economic base with the inflow of green businesses and the Port of Richmond showing strength. RWIB identified the following priority/emerging industry sectors:

- Health;
- Advanced Manufacturing;
- Information and Communication Technology/Digital Media;
- Global Trade and Logistics; and
- Construction and Public Infrastructure.

RWIB's Business Services Plan supports their priority and emerging industry sectors through existing and new regional workforce development networks and industry sector partnerships. Their plan includes the creation of a Business Services Subcommittee that will lead their business service efforts. Key elements of RWIB's business service plan are:

- Worker skills gap analysis in all priority/emerging sectors;
- Customized and OJT; and
- Apprenticeship training.

Proactive rapid response through layoff aversion and Trade Adjustment Act (TAA) assistance are also key components of their Business Services Plan.

RWIB's Adult Strategies focus on career pathway development in their priority and emerging industry sectors. RWIB uses the following "earn and learn" approaches:

- Basic skills training and soft skills training for work preparedness;
- Occupational skills, OJT and cohort training; and
- Registered apprenticeship.

Their plan commits 25 percent of their WIA Adult and DW funds towards these training approaches and also commits to serving all populations, especially those most in need.

RWIB's Youth Strategies focus on high school completion and transition to post-secondary education and careers as well as out of school youth. Their Youth Council collaborates with area youth partners in support of these strategies.

Administratively, RWIB's plan shows that they are a convener and are an active leader in their region's workforce development activities; they continue to successfully braid and leverage funding from their community partners to support their sector initiatives; and they have a plan for continuous improvement.

Workforce Investment Board of Tulare County

Tulare's Local Plan Vision is to drive economic success by making strategic investments in the skills of its local workforce, so that businesses compete and prosper by virtue of the ability to access a highly skilled workforce. This vision will be achieved through continuous engagement of local and regional employers, job seekers, organized labor, economic development, education and other community organizations to develop the local workforce, and to respond to current and emerging regional industry sectors. Tulare is an active participant on regional partnerships including the Central Valley Workforce Collaborative and local partnerships with education providers and economic development entities. Their economic and workforce analysis shows Tulare County has a low wage and low income agriculture-based economy and its residents have a low educational achievement rate. Both of these factors contribute to its high poverty and unemployment rates. Tulare identified five priority industry sectors, which account for 75 percent of the county's jobs: Health; Advanced Manufacturing; Agriculture, Water and Environmental Technology; Energy and Utilities; and Global Trade and Logistics.

Tulare's Business Services Plan strategy is to focus resources on priority industry sectors while incorporating business involvement with workforce initiatives. Tulare has a Sector Committee for two of their priority industry sectors and plans to establish committees for the remaining sectors. These sector committees contribute by advising the WIB on training and strategies to help to put customers to work. Major components of their business service strategy include:

- Development of OJT and customized training programs;
- Leveraging resources to gain business input for training design;
- Use of a variety of training strategies to fill skill gaps;
- Proactive layoff aversion strategies; and
- Relationships with registered apprenticeship programs to provide pre-apprenticeship training.

Tulare's Adult Strategies include a combination of career counseling, in-demand career pathway program capacity expansion, methods to increase the number of individuals entering priority sector career pathway programs, layoff aversion and "earn and learn" models. Examples of Tulare's strategies include:

- Work readiness certificates;
- Customized Trainings;
- OJT;
- Group Sized Training; and
- Utilization of ETP funds.

A robust, ongoing OJT program and group sized training vetted by local employers with alternative scheduling provides opportunities for individuals to get back to work and to access training they otherwise wouldn't be able to attend. The One Stops in Tulare include many community partners and utilize service delivery teams to provide efficient integrated services. Their plan also commits 25 percent of their WIA Adult and DW funds towards these training strategies and commits to serving those who can benefit most.

Tulare's Youth Strategies continue to reflect an effective and robust youth services program. Community partners play a central role in the success of the programs as does an effective combination of services and an overall "grow our own workforce" strategy. Led by its Youth Council and strong partnerships and linkages with multiple youth organizations, Tulare focuses on four areas of success: High school graduation; College success; Career transition; and Work readiness training. Leveraged resources and strong partnerships expand the effective work of Tulare Youth service providers.

Administratively, Tulare's plan shows that sector strategies drive their investment choices and that they are a leader, collaborator and convener in the community, bringing together education, industry, local government and community organizations at the One-Stop and in all workforce and economic development issues. They also have a long history of braiding multiple funding sources to implement successful projects and have an established process for promoting continuous improvement.

South East Los Angeles County (SELACO)

SELACO's Local Plan Vision for meeting workforce development challenges within Southeast Los Angeles County is one centered on collaboration among a wide range of stakeholders' interests, including those of business, labor, education, social services, philanthropic and community organizations. Bringing this vision to fruition will require that stakeholders work together to address the skills development and training needs of priority sectors, while at the same time ensuring that workers have access to career pathway training that meets those needs. The SELACO WIB will adopt a three-tiered structure that includes the Los Angeles Workforce Systems Collaborative to serve as a regional network, the SELACO WIB's longstanding Community Collaborative Network as an intermediary review board to analyze and forward recommendations, information and results data to the regional network, and Sector Partnerships, built around five priority industry sectors:

- Health;
- Advanced Manufacturing;
- Business and Professional Services
- Retail, Hospitality and Tourism; and
- Trade, Transportation and Utilities

SELACO's regional economic and workforce analysis shows growth sectors in both Los Angeles and Orange Counties. Over half the population in Los Angeles County speaks a language other than English and almost 50 percent of households in Los Angeles County earn less than \$50,000 per year.

In addition to traditional services, SELACO's Business Services Plan strategy is to focus on unique training programs for incumbent workers and new approaches for business engagement that are part of the priority industry sectors. The development and on-going review of the SELACO WIB's Business Services Plan falls within purview of the Business Outreach Committee, a WIB Board committee composed of representatives from the targeted sector groups. Major components of their business service strategy include:

- Career pathway training programs are the centerpiece of our programs for business customers;
- For each priority sector, partnerships comprised of business representatives and other stakeholders that will focus on developing career pathways that contain entry points for low-skilled workers and those with more advanced skills; and
- Unified approach to service delivery, reflecting collaboration of the WIA-funded one-stop system with other systems/programs that provide businesses assistance and support.

SELACO's Adult Strategies include a career pathway-oriented workforce development process that has the goal of increasing individuals' educational and skills attainment and improving their employment outcomes while meeting the needs of local employers and growing sectors and industries. Examples include:

- Stackable educational/training options;
- Contextualized learning;
- Accelerated/integrated education and training;
- Industry-recognized credentials;
- Multiple entry and exit points; and
- Intensive wrap-around services.

SELACO's plan also commits 25 percent of their training dollars towards these training strategies and also has a robust leveraging strategy that includes the ETP, community college CTE, K-12, Pell grants, VA benefits, and TANF.

SELACO's Youth Strategies seek to increase the educational, training and career attainment of youth most in need through the following services:

- Communicate the importance of STEM skills;
- Expose youth to advanced training and work environments;
- Provide entry-level skills training; and
- Introduce youth to programs they can access as adults.

SELACO is directly involved with many local youth organizations and their Youth Council promotes the development of an integrated school-to-careers system in the local area placing emphasis on engaging the private sector at all levels of the system and developing programs and services for out-of-school youth, who require support to successfully transition to careers.

Administratively, SELACO's plan shows that they are a community leader and convener on workforce issues, engage key stakeholders, serve populations most in need, and are committed to training in priority industry sectors

Contra Costa County

Contra Costa County's Local Plan Vision supports a network that creates and promotes dynamic education systems, high-performing businesses, and a prosperous local economy with an abundance of high-quality jobs and skilled workers to fill them. This vision is being realized through strategies such as:

- Analysis of the local and regional economy and priority industry sectors;
- Development and expansion of relationships with businesses and individuals from these priority sectors;
- Creation of a regional workforce intermediary organization that links, aligns and leverages the collective assets of all partners;
- Investment in initiatives that prepare workers for entry into career-pathway jobs; and
- Strengthening relationships with CTE providers and other networks to effectively leverage resources

Contra Costa's East Bay regional economic and workforce analysis shows that the region has a highly diversified workforce, world-class research and development institutions, growing innovation industries, a well-developed physical infrastructure, and diverse residential communities. The following priority and emerging industry sectors were identified:

- Health;
- Advanced Manufacturing;
- Life Sciences/Biotech;
- Information and Communication Technology/Digital Media; and
- Energy Efficiency and Utilities.

Contra Costa's Business Services Plan includes strategies that focus on working with partners to analyze, and understand labor market trends that are responsive to the needs of business, and it also emphasizes the need to improve systems and networks that bring together industry and education in support of regional economic and workforce development priorities.

Contra Costa's Adult Strategies are focused on developing and strengthening career pathway programs in high-demand industries, increasing the number of underprepared job seekers who successfully transition to post-secondary education, training, or employment, enhancing layoff aversion efforts, and expanding apprenticeship, on-the-job training (OJT), and other training that enables workers to build skills while working.

Contra Costa's Youth Strategies include promoting efforts that support K-12 educational achievement for increasing numbers of youth and young adults and increasing opportunities for high school graduates and disconnected youth to transition into post-secondary education and careers.

Administratively, Contra Costa will provide leadership in convening a broad range of partners to facilitate efforts promoting the development of a skilled workforce; including increased transparency and accountability for existing investments and securing additional resources that enhance regional economic prosperity.



City of Santa Ana

Santa Ana's Local Plan Vision is to integrate current and future resources through its WIB partners, address the needs of both its current industrial base and the demands of emerging business and economic trends, and address the needs of its unique demographics and regional mix. This vision will be realized through the following actions:

- Identify regional clusters;
- Expand small business development support;
- Educate Santa Ana's current and future workforce;
- Offer career pathway programs for both unemployed and employed adults and youth;
- Increase access to jobs for disconnected and underserved populations;
- Organize, integrate and support social and other services; and
- Leverage funding to support its programs.

Santa Ana's economic and workforce analysis identified the following priority and emerging industry sectors:

- Health;
- Retail/Hospitality/Tourism;
- Advanced Manufacturing;
- Advanced Transportation and Renewables; and
- Energy Efficiency and Utilities.

Their analysis shows that most of the jobs in demand require trainable skills or some form of post-secondary education, especially in Santa Ana because of the demographics of its current and potential working population. The population has a low level of K-12 and postsecondary completion.

Santa Ana has 29 partnerships and plans to expand its partnerships in every sector. Their Business Services Plan includes the following components:

- Facilitation of business development, especially small business;
- Workforce training and development, especially apprenticeships;
- Rapid response and layoff aversion; and
- Collaborative strategies to leverage training resources.

Santa Ana's Adult Strategies include the following:

- Use of career pathway/career ladder training approaches;
- Multiple entry and exit points;
- Coordination of training programs among partner agencies;
- Focus on emerging industry sectors;
- Constant measurement of performance and outcomes; and
- Provide extra services and support to populations most in need.

Santa Ana's Youth Strategies are numerous and include:

- Intense focus on both the in-school and disconnected youth;
- Creating vocational and vocational ladder and career pathway programs;
- Establishing more skill enhancement programs in and out of schools;
- Better preparing potential workers through STEM and STEAM programs in schools;
- Intensifying special methods for reaching disconnected youth;

- Expanding outreach efforts at all levels;
- Approaching issues of job development on a regional basis;
- Extending their collaborative efforts even beyond the immediate regional level if needed; and
- Copying novel and innovative benchmarked approaches utilized elsewhere.

Administratively, Santa Ana's local plan demonstrates that it is committed to spending 25 percent of its WIA Adult and DW funds on sector-based training; has a history of braided funding for its initiatives; and continuously reviews performance of its programs and initiatives.

San Bernardino County (SBDO)

SBDO County's Local Plan Vision is to create a vibrant economy with a skilled workforce through support of regional collaborative partnerships that include employers from priority industry sectors and targets leveraged investments in quality training in these sectors. They identified the following priority industry sectors:

- Healthcare;
- Advanced Manufacturing;
- Transportation and Logistics;
- Energy and Utilities; and
- Construction.

SBDO County's Business Services Plan includes a Business Resource Committee and has a well-established Business Services Unit that supports customized training.

SBDO County's Adult Strategies emphasize the importance of directing its citizens to sustainable-wage jobs as a way of improving their economic security. This is accomplished by a set of training approaches, such as:

- OJT;
- Registered apprenticeship; and
- Attainment of industry recognized certificates and credentials.

Their plan commits 25 percent of their WIA Adult and DW funding towards these training approaches and also commits to serving all populations, especially those most in need.

SBDO County's Youth Strategies focus on decreasing youth basic skills deficiency rates and preparing youth for college, postsecondary training, work experience and careers through:

- Improving the local area's basic skills deficiency rate and helping youth attain their high school diploma or GED;
- Creating pathways to allow participants to gain work experience through OJT, paid and unpaid work-experience placements; and
- Supporting and providing assistance to participants with enrollment into post-secondary education, advanced training opportunities or college.

Administratively, SBDO County's plan shows that they prioritize training funds to be utilized in demand industry sectors identified by business surveys and quantitative analysis of major labor market themes and trends; review the performance of their programs and initiatives on a regular basis to ensure continuous improvement; and are a community leader in many initiatives and leverages resources of its partners to support its sector initiatives.

Los Angeles County

L.A. County's Local Plan Vision is a redesigned system that supports a demand-driven system that is sector focused and responsive to the needs of employers. The Los Angeles Regional Systems Collaborative is the regional network that is focused on leveraging the collective assets of the partners to create education and training pathways to sustainable careers in high demand, high growth industries.

L.A. County's economic analysis shows Los Angeles County reflects the national pattern of a large service oriented economy with a sizeable government sector. Over the long term, the economy in Los Angeles County is forecast to grow at a rate of approximately 0.6 percent annually. The following priority industry sectors were identified:

- Health;
- BioMedical/BioTech;
- Retail/Hospitality/Tourism;
- Clean/Green Energy;
- Transportation and Logistics; and
- Construction and Public Infrastructure.

L.A. County's Business Services Strategies are led by a Business Services Committee and reflect a strong partnership with the Greater Los Angeles Chamber of Commerce, Economic Development Corporation and others. The goal is to connect businesses with the workforce system. All WIA Adult Program Contractors must ensure the availability of, and participation in, "earn and learn" models such as pre-apprenticeship and apprenticeship programs, OJT and customized training where workers can build skills while working.

L.A. County's Adult Strategies include:

- Adopting Sector Partnerships to enhance service delivery;
- Taking on strategic community leadership, engaging its diverse regional and local partners;
- Prioritizing and investing in training; and
- Implementing continuous quality improvement for the service delivery system.

Youth Strategies include:

- Prioritizing services to older and out of school youth;
- Establishing strategies for in-school youth to reduce dropout rates, increase high school completion that leads to post-secondary enrollment; and
- Utilizing technology to increase access to services and completion of certificated and non-certificated courses and training.

Administratively, L.A. County's plan shows that they are a community leader on workforce issues: (1) at national, state, regional and local levels as a member and officer on state and national workforce association boards of directors; (2) as leader and supporter of regional and local workforce collaboratives; (3) as driver of joint initiatives by workforce boards and workforce development stakeholders in the region; (4) as convener of education, labor and economic development representatives; (5) as presenter at local, state and national workforce conferences; and (6) as speaker at business association and community based organization meetings, events and conferences. They serve their diverse population, especially those most in need; support research and broad stakeholder input on issues identified as the most significant opportunities and challenges for workforce, education, labor and business communities in the region; and is committed to continuous improvement by redesigning its Adult, Dislocated Worker and Youth programs.

Monterey County

Monterey's Local Plan Vision is to improve the economy by promoting alignment of the workforce with local business needs. This will be achieved through the preparation of skilled workers for employment in competitive and emergent regional industry sectors and through the support of regional workforce and economic development networks.

Monterey's economic and workforce analysis identified the following demand industry sectors:

- Health;
- Agriculture, Water and Environmental Technology; and
- Retail, Hospitality and Tourism.

Agriculture accounts for 61% of the projected job growth in the County, requiring short to long-term periods of OJT to obtain a majority of the skills required to be employed in these occupations. 31 percent of the population has less than high school education and is racially and ethnically diverse.

Monterey's Business Services Plan is led by a Business Services Committee and is committed to spending 25 percent of their WIA Adult and DW funds on training by leveraging and braiding other resources through education, economic development and industry associations to support OJT and other customized training ventures.

Monterey's Adult Strategies focus on the following policies to align the workforce system and its resources with the needs of key industry sectors and the educational system, while also ensuring all processes, services, and outcomes are consistent:

- 25 percent of WIA Adult and DW formula fund allocations and leveraged resources are spent towards workforce training services;
- Provide guidance on the development of OJT opportunities to ensure participants become proficient in the job for which the training is designed;
- Target training resources to industry-specific clusters maximizing these funds for occupations within clusters that have high growth, high pay, and career ladders; and
- Require WIA Title I Adult and Youth service providers to establish appropriate mechanisms to reach the goals identified for all new enrollments with special emphasis on underemployed, low-skilled, veterans, older workers, individuals with disabilities, ex-offenders, homeless, and other at-risk populations.

Monterey's Youth Strategies are led by a Youth council and focus on collaboration with its youth partners to increase high school completion and support higher education and training opportunities by;

- Increasing the number of career pathway programs in demand industries so youth develop a foundation for future advancement;
- By increasing opportunities for in and out-of-school youth to participate in youth employment programs through academic and work experience activities; and
- Increasing at-risk youth opportunities for academic achievement and employment skills attainment through the Silver Star Gang Prevention and Intervention program.

Administratively, Monterey's plan shows that they are a community leader in many initiatives; has a plan to braid and leverage multiple sources of funding; and has a plan for continuous improvement.

Orange County (OCWIB)

OCWIB's Local Plan Vision for meeting the workforce development challenges of Orange County is one that emphasizes strategies fostering collaboration across a wide range of stakeholder interests, including those of business, labor, education, social services philanthropy and community organizations. OCWIB has established the Orange County Economic and Workforce Development Network as the vehicle for bringing businesses, labor, education, economic development and others to identify and address the regional workforce challenges, especially as they relate to the key industry clusters of the County. Sector Partnerships will bring together leaders from business and education, along with other stakeholders, to develop education and training curriculum and programs to meet business demands for skilled labor.

OCWIB's workforce and economic analysis shows Orange County continues to have an aging and ethnically diverse population. The following priority and emerging industry sectors were identified:

- Health;
- Advanced Manufacturing;
- Information and Communication Technology/Digital Media;
- Construction and Public Infrastructure; and
- Finance and Insurance.

OCWIB's Business Services Plan is overseen by a Business and Workforce Services Committee and emphasizes:

- Regional networks such as the Orange County Economic and Workforce Development Network for identifying sectors of focus for system stakeholders;
- For each priority sector, sector partnerships comprised of business representatives and other stakeholders will focus on developing career pathways that contain entry points for low-skilled workers and those with more advanced skills;
- Career pathway strategies to address skill requirements expressed by employers;
- Leveraged/braided service delivery, reflecting collaboration of the WIA funded One-Stop system with other systems/programs that provide businesses assistance and support; and
- Targeting resources to meet the training and services needs of businesses in targeted sectors.

OCWIB's Adult Strategies include a career pathway-oriented workforce development model with the goal of increasing individuals' educational and skills attainment and improving their employment outcomes while meeting the needs of local employers and growing sectors and industries. Examples include:

- Stackable educational/training options;
- Contextualized learning;
- Accelerated/integrated education and training;
- Industry-recognized credentials;
- Multiple entry and exit points; and
- Intensive wrap-around services.

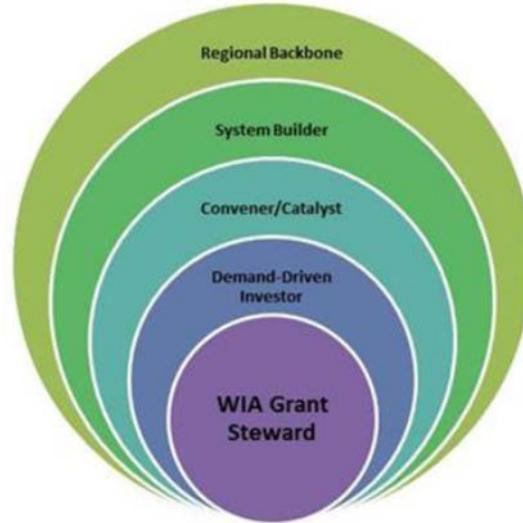
"Earn and learn" models such as OJT and customized training, apprenticeship training and hybrid learning models are emphasized.

OCWIB's Youth Strategies are led by its Youth Council and support the following activities:

- Increasing completion of a challenging education that prepares them for career training and employment;
- Promoting transitions to postsecondary education and careers;

- Coordination with local youth programs and activities; and
- Preparing a pipeline of workers for Orange County;

Administratively OCWIB’s plan demonstrates that they are a community leader on workforce issues; collaborates with education partners and other key stakeholders in strategic planning; is committed to spending 25 percent of its WIA Adult and DW funds on training in support of its targeted industry sectors; leverages external resources; and has a plan for continuous improvement of its training providers and programs. The OCWIB multi-layered role as the county coordinator for economic and workforce development has supported the region’s work towards full leverage of systems as illustrated below:



WIA Grant Steward
Board focuses on effective structure, grant management, and outcomes

Data-Driven Investor
Board focuses on deliberate strategies, sectors of opportunity

Convener/Catalyst
Board focuses on facilitating relationship and opportunities that lead to strong performance & returns

System/Builder
Board focuses on strategic partnership, collaborative funding/design, and greater systems approach

Regional Backbone
Board focuses on positioned work that leverages the System toward solutions and community advancement