Anaheim Workforce Development Board

Local Plan 2017-2020

The Anaheim Workforce Development Board oversees funding, provides strategic planning, and develops policies that enhance workforce objectives. The Board facilitates a framework that puts public policy to work on workforce development issues, which means special funding, laws, and programs can go to work for our community faster and more effectively. The Board promotes partnerships among businesses, local and regional economic development, local workforce and government agencies, labor, educational institutions, and the community to coordinate resources to strengthen the community, businesses, and workforce.

Anaheim Workforce Development Board
2017-2020 Local Plan

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EXECUTIVE SUMMARY

The City of Anaheim Workforce Development Board (AWDB) Local Plan outlines strategies needed to accomplish the vision of a workforce development system. The Local Plan is a living document that will be reflective of the local and regional areas that may be impacted by changes in labor market, economic conditions, and demographics. The AWDB, through the development of regional and local workforce and economic development networks, will address the workforce and education priorities, in partnership with Orange County Development Board and Santa Ana Workforce Development Board to align job seeker and industry needs overlap. The three Workforce Boards will continue to discuss alignment of resources in support of shared strategies and priorities to identify high quality employment, recognized credentials to achieve that employment, skill gaps, and other barriers that are roadblocks to upward mobility.

Vision: A quality workforce composed of well-trained workers able to work in an environment of and sustainable economic growth.

Goals: To provide the leadership necessary to develop, direct and promote a comprehensive workforce network of resources and services that are responsive to the workplace needs of business and provide an opportunity for adults and youth to maximize their employment potential.

The Anaheim Local Plan will engage employers, industry sectors and educational community to develop strategies to overcome barriers to employment and skill achievement and employment experienced by segments of our local population. It is our goal to identify high growth, demand industry employment sectors to ensure a targeted pipeline of properly trained job seekers. Through the AJCC, the AWDB will ensure collaboration with business and educational partners and promote regional and economic development networks that focus on identifying and meeting the skill needs of the priority industry sectors.

The plan not only prepares individuals for self-sufficient employment, but also ensures the growth of employment opportunities in the local region. The AWDB implements various strategies to ensure that a full range of employment and training services delivered through the AJCC are accessible to, and will meet the needs of adult, dislocated and youth workers. The priority for the Anaheim workforce community to engage with stakeholders to continue to coordinate efforts to achieve successful workforce outcomes, and, to maintain a successful and sustained service delivery model.

As such, the AWDB will continue to meet the market demand, together with professional staff, engaged board members, supportive local elected officials, regional and state partners, and a record of over 20 years of customer support and satisfaction. We remain a unique and vital asset to the City of Anaheim.

LOCAL BOARD VISION, GOALS, AND STRATEGY

An overview of the goals comprising the board plan, Comprehensive Economic Development Strategy, and the State Strategic Workforce Development Plan provides background and a context for understanding the goals that are part of this plan.

Vision: A quality workforce composed of well-trained workers able to work in an environment of and sustainable economic growth.

The vision of the Anaheim Workforce Development Board (AWDB) and Anaheim City Council (City Council) is to create a quality workforce composed of well-trained workers, and maintain sustainable regional and local economic growth. The mission of the AWDB is to provide the leadership necessary to develop, direct, and promote a comprehensive network of resources and services that are responsive to the workplace needs of employers and provide an opportunity for adults and youth to maximize their employment potential. The network of resources includes, but is not limited to, local and regional businesses and priority industry-sector employers, organized labor, regional WDBs that share the same labor market, economic development specialists, educational providers, and community-based organizations representing the target populations of job seekers.

By braiding education with training and employment services to support growth sectors in Anaheim and Orange County, AWDB can effectively address both employers' needs for high-quality appropriately skilled workforce, as well as workers' needs for well-paid, steady work.

Goals: To provide the leadership necessary to develop, direct and promote a comprehensive workforce network of resources and services that are responsive to the workplace needs of business and provide an opportunity for adults and youth to maximize their employment potential.

The AWDB has targeted goals for the period 2017-2020 during which the AWDB Local Plan (Local Plan) is in effect. The Local Plan is a living/breathing document that will be reflective of the local and regional areas that may be impacted by changes in labor market, economic conditions, and demographics. The AWDB has identified the broad goals to achieve the objectives of the plan:

- Establish a formal liaison system with other agencies including, but not limited to, housing, transportation, economic/community development and local education;
- Formalize a system for coordinating regional program operation with Orange County Development Board and Santa Ana Workforce Development Board to avoid duplication as far as possible;
- Promote partnerships with employers, local agencies, educational providers and the community to coordinate resources that address sustainable employment issues;
- Promote the participation of quality employers and ensure the effective provision of business services to assist those employers is meeting their hiring needs.

Strategy: The stakeholders are described throughout the Local Plan. These stakeholders were actively engaged in the planning process and continue to be during implementation. The AWDB brings forth these stakeholders in workforce development to collaborate on the functions and duties.

The AWDB, through the development of regional and local workforce and economic development networks, will address the workforce and education priorities in partnership with Orange County WDB and Santa Ana WDB where job seeker and industry needs overlap. The three WDBs will continue to discuss alignment of resources in support of shared strategies and priorities to identify high quality employment, recognized credentials to achieve that employment, skill gaps, and other barriers that are roadblocks to upward mobility.

The Anaheim Workforce Development Board brings the key stakeholders to the table - including business, education and training, labor, rehabilitation services, and job service.

- **Fostering "demand-driven skills attainment"** through collaboration and active engagement of business in workforce education and planning by identifying key industry skill needs, determining skill gaps and education and training needs to incorporate into local industry and regional sector pathways to develop industry-relevant and demand-driven programs.
- **Enabling upward mobility for all Californians**, including individuals with barriers to employment, through improved access to, and quality of service delivery by the AJCC, and increasing, expanding, and improving programs that increase opportunities in jobs with stable wage and career growth.
- **Aligning, coordinating, and integrating programs and services**, through the AJCC, that support a sustainable local infrastructure that aligns with the regional infrastructure. By braiding training, business service and support services through the one-stop system, job seekers can reach a level of skills attainment that are in demand with local and area businesses.

PROGRAM ALIGNMENT TO STATE PLAN POLICY STRATEGIES

Anaheim Workforce Development System

The Anaheim Workforce Development Board, in partnership with the City of Anaheim (City), comprises the local workforce development system. A detailed economic and workforce analysis of regional and local data provides an in-depth view of the business and employment atmosphere in the local and surrounding areas. The AWDB, based on the data, addresses the workforce needs of priority industry sectors and occupational clusters in the local and regional economy. As a strategy, the AWDB will recommend policies intended to

place job seekers in the high growth and demand industry sectors. AWDB will use its existing resources while exploring additional ways to implement this strategy.

Alignment with State Plan – Seven Policies

The AWDB will support the seven policies identified in the state plan and will work with entities carrying out core programs and other workforce development programs, including programs of study authorized under Carl D. Perkins Career and Technical Education Act of 2006 to support alignment and implement the policy strategies emphasized. Policy support will be generated through partnerships, both formal (MOUs) and project-specific, to carry out state, regional, and local initiatives through:

- Aligning **sector strategies** with the RPU to ensure that industries that are experiencing growth and identified as well as businesses in the local area.
- Developing **Career Pathways** based on the growth sectors, as well regularly evaluating those pathways in real time ensuring that services, including training, have a positive effect
- **Organizing regionally** is necessary to avoid duplication of services as well as to keep the message to businesses consistent, especially for businesses that have multiple location throughout the RPU
- Expanding availability and participation in viable **Earn and Learn** opportunities including apprenticeships, OJT and other customized training where job seekers build skills while working. The AWDB prioritizes OJT and customized training strategies with qualified priority sector employers. Earn and Learn opportunities are also provide to employers in other sectors with jobs.
- Coordinating **Supportive services** for eligible participants to provide the necessary support for training and employment while avoiding duplication.
- **Building cross system data capacity** is critical in information sharing, avoiding duplication, insuring dollars are spent appropriately to enable individuals to receive relevant and necessary services
- **Integrating services** is the foundation of the one stop system. AWD will provide guidelines to ensure that multiple partner services are offered to the participant without duplication where at all possible.
- **Braiding resources** is critical in providing a comprehensive package of career and training services through leveraging funding with other Federal, State, local and private resources.

SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES

A career pathway is a series of learning opportunities that contain connected education courses offered in a modified format that help unemployed adults upgrade their skills, complete a credential, or gain an associate's degree.

Career pathways provide "stepping stones", short-term coursework and training programs to help workers gain the skills needed to obtain and advance in an occupation or industry. The career pathway model benefits local business in that job seekers are able to take formalized steps to reach career goals that allow them to engage in both employment and life-long learning.

Based on regional economic and workforce data, the AWDB partners with priority sector employers to develop OJT and customized training strategies including training for incumbent workers. The priority sectors include: Professional & Business Services, Trade, Transportation & Utilities, Leisure & Hospitality, and Education & Health Services. The AWDB engages business partners to drive this strategy through joint planning, competency and curriculum development and length of training. The AWDB promotes partnerships with employers, education, local agencies, and the community to identify and coordinate resources to maximize quality employment.

AWDB offers On-the-Job Training (OJT) to place a participant into a higher-skilled job that would require limited, but intensive, work-based training to gain required skills and competency. A participant eligible for an OJT is someone who would not have been hired for that job due to lack of qualifications and/or skills, and who has been determined to need this type of training as specified in his/her individual employment plan (IEP). OJT's are meant to assist the employer offset the costs associated with lost productivity and direct training expenses. AWDB has implemented policies and procedures that govern the OJT program. Customized training is designed to meet the specific training needs of an employer or group of employers through a training curriculum that is "customized" to the employer's needs. AWDB may develop customized training contracts for employers or groups of employers that are hiring new employees or as a layoff aversion strategy for employed incumbent workers. AWDB has implemented policies and procedures that govern the Customized Training Program.

The AWDB will continue to work collaboratively with employers, industry sectors and educational community to develop strategies to overcome barriers to skill achievement and employment experienced by population in high growth and demand industry sectors and to ensure they are identified as a critical pipeline of job seekers. Through the AJCC, the AWDB will ensure collaboration with business and educational partners and promote regional and economic development networks that focus on identifying and meeting the skill needs of the priority industry sectors. Industry sector partnership will focus on identifying career pathways that contain entry points for low skilled workers for each cluster within the priority sector.

The AWDB implements various strategies to ensure that a full range of employment and training services delivered through the AJCC are accessible to, and will meet the needs of dislocated workers, displaced homemakers, low-income people, women, minorities, veterans, public assistance recipients and people with multiple barriers to employment.

Though the AJCC and its on-line resources, job seekers will be able to access information regarding local labor market including industry sectors and occupations that are in demand or in which there are labor shortages. They will also be able to access employment opportunities, acquire a list of current training providers in the area. General information about careers will also be available.

Information regarding services available through the AJCC will be sent to appropriate agencies and organizations that serve special or specific needs populations. Depending upon service levels, organizations not already part of the one-stop system can be co-located through an MOU agreement.

The AWDB will facilitate career pathways and co-enrollment as leading approaches to skills acquisition, job stability, and subsequent career growth. Co-enrollment with one-stop partners through AJCC will provide a wide array of career options targeting the growing business sectors locally and regionally.

Through the use of assessment into needs and preferences, the AJCC partners will identify career pathways that begin to build the core services needed to reach this goal. The services identified may include co-enrollment with WIOA, W-PA, basic skills/ESL providers, supportive service providers and businesses that have an opportunity to assist the job seeker through OJT and/or work experience. This package of services will be tracked during the participant's tenure with AJCC.

Working in support of the Regional Plan, the AWDB will identify opportunities to identify career pathways and industry valued credentials. Discussions to identify, prioritize, and take action to address local and regional sectors and career pathway issues will be included in industry sector meetings. Initiatives that will improve access to activities leading credentials include, but are not limited to: develop skills standards and identify industry-valued certificates to outline job qualification for workers in priority occupations; develop well-articulated career pathways that have job advancement potential; identify training providers and educators working to align relevant programs with industry needs. Industry credentials currently offered in the local and regional areas include:

- California industry credentials through Certiport that includes a list of searchable credentials;
- credentials offered by community colleges;
- credentials offered K-12; and
- credentials offered by third party training providers.

Through the local AJCC, the AWDB has long-standing industry connections and key relationships, specialized expertise and a full spectrum of business services.

The AWDB implements strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger local and regional economic strategy.

Through the AJCC partners, the AWDB supports the local workforce development system by providing policy direction that meets the needs of businesses. Businesses have a wealth of resources available to assist them in nearly every aspect of their operations. In partnership with members of the AWDB and the City, AJCC conducts business outreach to market services that include, but are not limited to, pre-screening job seekers, linkage to comprehensive network of regional institutions that ensure a local and regional approach to workforce development, economic incentives including OJT, and labor market information. By acting as the single point of contact for business services, the AJCC, through its partners, has the ability to braid business resources that include City Utilities (a municipal utility), economic development, education and training, and other resources that will promote employment and business success.

The AWDB in partnership with the City coordinates workforce development programs with local economic development efforts. The AWDB participates in strategic planning with the City's Utilities, Planning, and Community and Economic Development departments. The focus of the planning is both business retention and attraction.

AWDB will ramp up the coordination efforts to braid the resources available not only through the City, but also resources that impact both local and regional businesses. By engaging partners in strategic planning activities, the AWDB can expand services to businesses. Partners are part of local and regional one-stop systems and may include CMTC, SBDC, SBA, Chambers of Commerce, Community Colleges and private entities that support business and economic development.

The AWDB and their partners, through the AJCC, will strengthen linkages between the one stop delivery system and the unemployment insurance (UI) programs through defining strategies that will maximize the opportunities for UI recipients to engage in career pathways that lead to sustainable, high wage employment. A critical component is participant tracking to ensure that the UI recipient can receive the needed services and not jeopardize their compensation. By using the integrated CalJOBS system for case management, follow-up and participant tracking, the AJCC can assist the UI recipient in braiding resources from multiple sources that will provide the path to employment in priority industries and occupations.

AMERICA'S JOB CENTERS OF CALIFORNIA

The WDB will ensure the involvement of the business and industrial Community, including small businesses, minority business enterprises, education, labor organizations, community-based organizations, economic development agencies and one-stop delivery system partners in workforce development activities.

The WDB will also oversee a local cooperative relationship with the City that will most effectively satisfy the labor demand needs of the business community and enhance the economic well-being of individuals in need of workforce development services.

The WDB will promote and lead efforts to engage a diverse range of employers and entities in the region to support utilization of the local workforce development system and to ensure that the workforce development activities meet the needs of employers and support economic growth in the region, in accordance with the Act, Section 107(d)(4). The WDB shall promote Board participation from those businesses whose employment opportunities reflect existing and emerging regional employment opportunities.

The WDB will develop and implement promising strategies for meeting the employment and skill needs of workers and employers that provide the skilled workforce needed by the region and that expand employment and career advancement opportunities for participants in in-demand sectors or occupations.

The WDB shall lead efforts in the local area to identify, promote, and disseminate information on proven and promising practices in meeting the needs of employers and jobseekers.

The AJCC Partner agrees to participate in joint planning, plan development, and modification of activities to accomplish the following:

1. Continuous partnership building.
2. Continuous planning in response to state and federal requirements.
3. Responsiveness to local and economic conditions, including employer needs.
4. Adherence to common data collection and reporting needs utilizing the State of California CalJOBS^{SM} system.

The AJCC Partner agrees to make the applicable Services applicable to the partner program available to customers through the One-Stop Delivery System.

The AJCC Partner agrees to the co-enrollment of mutual customers in case management to better leverages the resources available for the benefit of the participant and enhances successful outcomes.

The AJCC Partner agrees to participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

The AJCC Partner agrees to participate in the operation of the One-Stop Delivery System, consistent with the terms of the MOU and the requirements of the WIOA.

The AWDB will facilitate access to services provided through AnaheimJobs, a proud partner in the AJCC delivery system. The foundation for AnaheimJobs is a brick and mortar facility that houses mandatory partners who negotiated an MOU and contribute to the infrastructure costs for the facility. AnaheimJobs houses multiple computers, including

portable tablets that facilitate the search for training, employment and other resources. The AWDB will upgrade the AnaheimJobs website to allow access to information that can be accessed offsite. As part of the upgrade, the website will be optimized for mobile users.

In addition to the www.anaheimjobs.com website upgrade, AnaheimJobs will continue to outreach via the following social media channels to communicate with job seekers and stakeholders to distribute information regarding job opportunities, workforce programs, and other services:

- Facebook: AnaheimJobs and City of Anaheim
- Twitter: @_AnaheimJobs_
- You Tube: news coverage, video presentations, and events

The AJCC operators and partners agree to ensure that policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act of 1990 and its amendments. Additionally, the AJCC operators and AJCC partners agree to fully comply with the provisions of WIOA, Title IV of the Civil Rights Act of 1964. The AWDB and the AJCC partners are in compliance with Americans with Disability Act.

The WDB/City shall ensure that all training activities are provided at sites that are accessible to individuals with disabilities and that all reasonable accommodations are made to provide services to this population. If a training provider is found to have accessibility issues, WDB/City will attempt to negotiate a remedy and, failing that, will notify the State to have the facility put on HOLD or removed from the ETPL until such time the facility is made accessible.

The WDB/City, through its One-Stop Center (AnaheimJobs), shall also ensure that both male and female customers are provided with sufficient information regarding non-traditional training activities. These efforts should be documented in the customer's case management file.

The AJCC Partner shall make a commitment to mutually develop and implement processes for the referral of customers to Services not provided on-site at the One-Stop Center. This referral process, upon development and implementation, shall assure the following components do the following:

- Ensure that intake and referral processes are customer-centered with the intent to provide high quality customer service.
- Ensure that general information regarding AJCC programs, Services, activities and resources shall be made available to all customers as appropriate.
- Ensure that customer referrals will be made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators.

- Ensure that referrals will provide a direct link or access to other AJCC Partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC Partner staff, or real-time technology (two way communication and interaction with AJCC Partners that result in Services needed by the customer).

- Ensure that the referral process will include specific staff name, the activity required, desired outcome and a method for communicating back to the referring agency that the service was addressed.

Each partner will provide key services as noted in the overview below. Partners will co-locate and provide infrastructure funding as applicable.

CITY OF ANAHEIM COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

Programs Represented: Workforce Innovation and Opportunities Act (WIOA) Title 1; TANF/CalWORKS

Services Provided May Include: Basic Career Services; Individualize Career Services; Follow-up Services: Training Services; Business Services; Rapid Response/Lay-off Aversion; Services to welfare recipients

DEPARTMENT OF REHABILITATION

Program Represented: Vocational Rehabilitation Program

Services Provided May Include: Outreach, intake, and orientation; Diagnostic and/or evaluation services needed to assess employability and vocational rehabilitation potential: Vocational training for individuals with disabilities; Career exploration, job placement and retention counseling for individuals with disabilities; Post employment services, as appropriate, for individuals with disabilities; Adaptive services for individuals with disabilities;

EMPLOYMENT DEVELOPMENT DEPARTMENT – UNEMPLOYMENT INSURANCE

Program Represented: Unemployment Insurance

Services Provided May Include: Unemployment insurance claims information; Rapid Response assistance for layoffs and plant closings; California Training Benefits; Trade Adjustment Assistance Act (TAA); Personalized Job Search Assistance (PJSA) profiling via workshops**;** Workshare

EMPLOYMENT DEVELOPMENT DEPARTMENT

Programs Represented: Wagner Peyser Program; Jobs For Veterans State Grant; Trade Adjustment Assistance Act (TAA)

Services Provided May Include: Outreach and orientation; **;** Personalized Job Search Assistance (PJSA)**:** Reemployment and Eligibility Assessment (REA) Program; Youth Services (YEOP); Experience Unlimited; job listings; job search workshops; labor market information;

tax credit information; Federal bonding service; employer marketing/recruitment; rapid response assistance for layoffs and plant closures; Veteran's employment and training program that assist veterans to find employment; TAA availability and information; TAA co-enrolment**:** Provide TAA services in accordance with the WIOA/TAA MOO agreement

JOB CORPS

Program Represented: Job Corps

Services Provided May Include Provides training and support services to young people entering employment; Provides continuing education and vocational training to disadvantaged youth: Opportunity to earn high school diploma or GED: Prepare for college through partnerships with local colleges; Actively recruiting on-site in

NATIVE AMERICAN PROGRAMS

Program Represented: Native Americans Programs

Services Provided May Include Outreach, intake, and orientation; Determination of eligibility for services under Native American Programs; Information on the availability of services

NORTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT

Program Represented: Career Technical Education; Adult Education and Literacy

Services Provided May Include Financial Aid information; Eligibility certification for financial aid; Pre-assessment; Information on Career Technical Education and Adult Education/Literacy; Establishing electronic linkages; Assistance in enrollment for NOCCCD course and program; Pre-vocational skills training; Basic skills; ESL

SER – JOBS FOR PROGRESS, INC. - SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM (SCSEP)

Program Represented Title V Older Americans Act

Services Provided May Include Determination of eligibility for services under Title V Older Americans Act; Information on the availability of services; Career services including, but not limited to job search assistance

ORANGE COUNTY SOCIAL SERVICES AGENCY

Program Represented TANF/CalWORKs

Services Provided May Include Overview of CalWORKs services; Determination of eligibility for CalWORKs program; Case Management; Job placement assistance; Employment services and coordination with other agencies on job development; Specialized support services such as child care assistance, mental health, drug and alcohol treatment,

emergency assistance, such as but not limited to transportation, food, shelter, etc.; Information on how to access services for families

See Attachment O for copies of MOUs

The AWDB is committed to ensure the AJCC provide Indian and Native American equal access to WIOA Adult, Dislocated Worker, and Youth programs. The Southern California Indian Resource Center, Inc. currently has a signed MOU to ensure resources and a referral process is available to Indian and Native Americans.

Migrant Seasonal Farmworkers are not active in our local area.

Orange County has identified Manufacturing, Healthcare, Information Technology, and Hospitality/Tourism as key industries that will drive demand for middle-skill occupations in the region. These industries are consistent with the major industries in Anaheim. AnaheimJobs, a proud partner of AJCC, will serve as an on-ramp for high wage, sustainable jobs by integrating one-stop services to reflect the skills and/or skill gaps relative to the sector pathways. The roadmap to achieve employment may include:

- Career services which include exploration, assessment, and counseling
- Identification of skill gaps which may include the necessity for basic skills/ESL remediation through partner programs
- Training which may be through ITA, Earn and Learn opportunities i.e. OJT or through local non-WIOA post-secondary education providers
- Braiding resources with other non-WIOA funding streams community colleges, community based organizations
- Linking participants to supportive services that will assist them in training, entering and retraining employment

SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS

The City operates a municipal utility that acts as a local economic development entity. The AWDB is, and will continue to be, part of a consortium of City departments and local business organizations that evaluate the needs of business relative to workforce, utilities, planning and permitting. The AWDB integrates business services and resource leveraged and braided through education, economic development, and industry associations to support regional and local economic development activities.

The AWDB implements strategies to support the creation, sustainability, and growth of small business and supports the workforce needs of small business through the large economic development strategies.

Through a consortium of local and regional economic development entities, the AWDB will coordinate local workforce development efforts and promote entrepreneurial skills and training and microenterprise services. The regional organizations, with which the AWDB has connections, include, but are not limited to, SBDC, SBA, CMTC, OCBC, and community colleges.

The AWDB evaluates the employment and training activities that provide the foundation for high wage, sustainable employment. These activities are identified as those where job seekers are linked to job opportunities in their communities including both occupation skills training and training in basic skills. Job seekers use Individual Training Agreements (ITAs) to select an appropriate training program from qualified program providers. Eligibility is typically based on job seekers that have demonstrated an inability to obtain self-sufficient employment through career services and needs additional skills for employment. Services are offered through the local AJCC, AnaheimJobs:

- Comprehensive assessment that addresses the needs of the job seekers relative to current skills, skill gaps, and need for skill upgrades
- Connections between job seekers and basic/remedial education, which may include literacy or English as a second language
- Career services for job seekers that include job readiness and employability skills
- Training that can lead to self-employment, including entrepreneurship and small business development
- OJT to compensate employers for the costs associated with skills-upgrade training and loss of production due to training the new-hire.
- Occupational skills training with ITAs and information about training opportunities that may not be available through ITAs is provided to the job seeker.

AWDB will ensure AnaheimJobs provides a response team that assists employers conducting downsizing or closures. Specifically, this team coordinates with employers and EDD to ensure impacted employees receive information pertaining to possible training opportunities, unemployment insurance and other resources to assist them with finding a new job. Outplacement assistance minimizes the impact for employers and impacted employees.

The Anaheim Workforce Development Area (AWDA) will coordinate and deliver Rapid Response and Layoff Aversion activities to Anaheim businesses, and collaborate with the appropriate stakeholders to assist in averting layoffs/downsizing, minimizing the impact of layoffs/downsizing, and preserving the local economy.

The AWDA will regularly monitor notification channels as an early warning system to ensure the timely response pending worker dislocation. Channels include, but are not limited to, discussions with employer representatives or employees, meetings with organized labor, increased unemployment insurance claims, media attention, and, more formally, with a

public announcement through a California Worker Adjustment and Retraining Notification Act (WARN) notice.

The AWDA will coordinate:

- Layoff aversion, such as prefeasibility studies of avoiding a plant closure through an option for a business or group, including the workers, to purchase the plant or business and continue it in operation;
- Incumbent worker training, including employer loan programs for employee skill upgrading; and
- Linkages with economic development activities at the Federal, State and local levels, including Federal Department of Commerce programs and available State and local business retention and recruitment activities

Youth program must provide an Objective Assessment of the individual's readiness for meaningful work. The assessment will include academic and employability skill levels, service needs, a review of basic skills, occupational skills, prior work experience, employability interests, and aptitudes (including non-traditional job interest) as well as supportive service needs.

Youth program must develop an Individualized Service Strategy (ISS) for each participant that will, at a minimum, include the following: direct link to one or more indicators of performance, identifications of career pathways that include education and employment goals, appropriate achievement objectives (taking into account assessments that may have been previously conducted) and appropriate planned services.

Youth program must provide activities leading to attainment of secondary school diploma or equivalents, preparation for post-secondary education and training, strong linkages between academic and occupational education that leads to recognized postsecondary credential, preparation for unsubsidized employment opportunities, and effective connections to employers in in-demand industries and occupations of the local regional markets.

The AWDB will coordinate relevant secondary and post-secondary education programs with workforce development activities to provide a customized plan of action for the job seeker. The AWDB through the AJCC will integrate career services to include career exploration, assessment, job search, training options. Through avenues of coordination, especially MOUs, the job seeker will have the opportunity to build skills and close skill gaps through training that may include, but is not limited to, adult literacy including ESL, job readiness, vocational training, career technical education, on-the-job training. The AWDB is committed to identifying silos and working with agencies to braid resources into a cohesive employment strategy.

AWDB has established a policy relative to supportive services. The purpose of this policy is to establish guidelines and procedures, which ensure that resource and service coordination in the local area are established for the delivery of supportive services, which are necessary

to enable an individual to participate in the various activities authorized under the Workforce Innovation and Opportunity Act at CFR 680.900 and 680.910. Supportive services may include but are not limited to services such as transportation, childcare, clothing, medical and other services that are necessary to enable an individual to participate in the various activities under WIOA. Supportive services may only be provided to individuals who are unable to obtain such services from other sources. Provision for any and all services are contingent upon the availability of WIOA funds

Supportive services must be designed to assure the following:

- That services provided have been determined to be necessary and reasonable and do not duplicate services available from other sources
- That payments be provided based on attendance and performance by the participants receiving them
- That to the extent possible, similarly situated participants receive similar payments
- That participants do not receive payments for activities in which they failed to participate without good cause
- That the supportive services provided be based on the results of the on-going Objective Assessment Process and documented in the Individual Employment Plan.

If assistance cannot be provided but is still needed by the participant in order to take part in the program, the Anaheim WDD will provide participants with a resource directory which will include various assistance programs to meet their needs.

The AWDB will ensure that the baseline WIOA core program alignment with federal regulations at the local level, in and through AJCCs so that core programs and mandated services are coordinated and when appropriate integrated to make accessible a menu of customizable services available to customers on the basis of their needs. Programs should be accessible to individuals with disabilities and those that are limited English proficient and in general should be customer centered such that customer can access the relevant services for which they are eligible. The AWDB will implement strategies to ensure that the AJCC acts as an on-ramp to regional sector pathways with braided braid resources and other services to achieve the sustainable high wage jobs. The implementation of MOUs with one-stop partners will provide a roadmap with applicable entry and exit points for skill building and closing skill gaps.

The AWDB will coordinate WIOA Title I activities with adult education and literacy through cooperative agreements that reflect the goals and objectives of the local plan. AWDB will review local proposals using established procedures that include review by members of the WDB. The WDB will make recommendations based on the scope of work in the proposals, which may include amending services, timing and/or costs. In order to enable job seekers who are most at risk to enter training and employment in the least amount of time, the AWDB will look upon concurrent enrollment as an important component.

The AWDB has identified actions that will meet the needs of individuals with basic skills challenges. Adult education partners will play a key role in providing services.

Identify and implement evidence based models and best practices that build partnerships and reduces the time the participant spends in remediation.

Improve articulation of basic skills education between high schools, adult education programs, community colleges and four year institutions through the AWDB acting as a convener by encouraging collaboration and brokering curriculum design

Committing to adopt English language proficiency standards that correspond to college and career-ready standards

Administer locally and regionally aligned assessments

Enhance existing stakeholder partnership through the AWDB and the AJCC to provide supportive services to adults engaged in basic skills remediation.

Assist participants in obtaining literacy and basic skills for employment and transition through career pathways

GRANTS AND GRANT ADMINISTRATION

The AWDB is responsible for recommending the disbursement of grant funds. The City is liable for all grant funds and subsequent disbursement. The AWDB seeks proposals from qualified organizations to provide WIOA program activities and services when applicable, especially for training programs. A Request for Proposal (RFP) process is used to award grants and contracts for activities carried out under the Local Plan. The RFP process typically establishes procurement intervals of up to three years for agreements. Actual funding levels are recommended by the Anaheim WIB and subsequently approved by City Council.

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PERFORMANCE GOALS

Following are the Adult, Dislocated Worker, and Youth Program performance goals negotiated between the AWDB and the Employment Development Department's Workforce

Service Division leadership on behalf of the Governor and the Executive Director of the AWDB. The negotiated indicators of performance are:

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants employed or in education or training activities in the 2nd quarter after exit).
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants employed or in education or training activities in the 4th quarter after exit).
- The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in the program or within one year after exit

PY 2016-17 Performance Goals				
	Adults	**Dislocated Workers**	**Youth**	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	62.4%	**Employment or Placement Rate 2nd Quarter After Exit**
Employment Rate 4th Quarter After Exit	62.5%	66.5%	64.2%	**Employment or Placement Rate 4th Quarter After Exit**
Median Earnings 2nd Quarter After Exit	$4,957	$7,308	BASELINE	**Median Earnings**
Credential Attainment within 4 Quarters After Exit	52.9%	60.0%	54.7%	**Credential Attainment within 4 Quarters After Exit**

PY 2017-18 Performance Goals				
	Adults	**Dislocated Workers**	**Youth**	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	65.4%	**Employment or Placement Rate 2nd Quarter After Exit**
Employment Rate 4th Quarter After Exit	65.5%	69.5%	67.2%	**Employment or Placement Rate 4th Quarter After Exit**
Median Earnings 2nd Quarter After Exit	$5,157	$7,523	BASELINE	**Median Earnings**
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	57.7%	**Credential Attainment within 4 Quarters After Exit**

FEDERAL HIGH PERFORMANCE BOARD EFFORTS

Throughout the development of the Local Plan, the board has focused on the criteria for a High Performance Board. There is evidence throughout the plan that:

- The local board developed and will implement an actionable strategic plan through an inclusive stakeholder process that articulates key workforce issues and prioritized strategies for impacting them, both within the LWIA, regionally, and, where applicable, the overall labor market.
- The local board effectively partners with businesses to identify and resolve skill gaps in priority-industry sectors, working in particular through industry sector partnerships.
- The local board views as a priority the increase of worker skills and workplace competencies and of the development and use of career pathways that connect skills to good jobs that can provide economic security.
- The local board is a strategic leader in building partnerships that reduce high school dropout rates; effectively re-engage disconnected youth in education and work; help youth understand career pathway options; and encourage attainment of post-secondary degrees and other credentials valued by industry in the local area or the region's labor market.
- The local board consists of a strong, engaged membership that represents the community; measures its effectiveness in meeting both Federal and State legal requirements and its own local goals; has a process for continuous review and improvement of performance, and shares its results.

In complying with the State policy directives, the AWDB has taken the following actions to implement the directives below:

WSD15-14 - WIOA Adult Priority of Service: Through an Administrative Regulation (AR), the AWDB has identified and implemented the priorities consistent with this directive. Case management and client tracking reinforce services to those with barriers to employment.

WSD15-12 - WIOA Memorandums of Understanding Phase I: State Directive WSD15-14 required that Phase I MOUs between the AJCC and its partners address service coordination and collaboration and be completed by June 30, 2016. The AWDB re-negotiated its terms of service with its partners to comply with this requirement. Copies of these MOUs are included as an attachment to this plan (Attachment C).

WSDD-151 - WIOA Phase II Memorandums of Understanding: The AWDB is building upon the agreements established in Phase I and will determine how best to support its established service delivery model through the sharing of resources and costs. During Phase II negotiation, infrastructure costs will be determined, a budget developed, and costs allocated, based on colocation and services provided.

TRAINING ACTIVITIES

The AWDB and the City shall make available vocational training funds for occupations that are directly connected to occupations in demand as established by the Board and based upon local labor market information. Vocational training services are to be provided through training providers evaluated approved and placed on the State's Eligible Training Providers List (ETPL).

WIA funding for training is limited to participants who are unable to obtain financial assistance from other sources to pay for the cost of training or who require assistance beyond that available from other sources. Training costs must be coordinated with partners and other entities. Additional resources, such as, but not limited to, PELL grants, WtW funds, NAFTA, TRA, and Montgomery GI Bill benefits must be considered before expending WIA funds [20 CFR 663.320].

Vocational Training services must lead to a certificate, a competency or skill recognized by employers, or a training regimen that provides individuals with additional skills or competencies generally recognized by employers.

An ITA may only be authorized for individuals eligible for actual training services from a vocational training provider on the State's ETPL. Training services may include, but are not limited to, costs associated with registration fees, tuition, tools and supplies, books, tests, certification, and uniforms. The ITA must be written for actual, total amount after careful review and agreement of case manager and customer.

The majority of occupational skills training shall be provided through the use of ITAs. However, the City shall reserve the right to contract for services in lieu of an ITA if the services are for On-the-Job Training (OJT), incumbent worker training or customized training.

In most cases, training services will be provided through the use of Individual Training Accounts (ITA's) administered by the Anaheim Workforce Development Division to individuals who have met the eligibility requirements for intensive services, but are unable to obtain or retain employment through such services.

Through the one-stop system, these individuals will be evaluated to determine whether or not they are in need of training and if they possess the skills and qualifications needed to participate successfully in the training program in which they express an interest. Vocational assessment results must support the desired training for approval to be granted.

ITA's shall be established for all eligible customers as defined in section 134 (d)(4)(A) of the Workforce Innovation and Opportunity Act (WIOA). These ITA's shall be designed in such a way that each WIOA customer eligible for training will have available, or be provided data regarding their ITA account. All available funding sources shall be explored so that WIOA

funds are used to supplement other funding sources and these efforts shall be documented in the customer's case management file at the AJCC-AnaheimJobs.

Customers determined eligible for training, and meeting all applicable requirements stated herein, must begin to access (use) their ITA within forty-five (45) days from the date of issuance. However, exceptions may be permitted due to unexpected circumstances which prevent the customer from accessing their ITA (i.e., program scheduling constraints). All available funding sources must be coordinated to meet the needs of the customer in an efficient manner and to avoid duplication.

The WDB/City, through its one-stop center (AnaheimJobs), shall also ensure that customers are provided with sufficient information regarding non-traditional training activities. These efforts should be documented in the customer's case management file.

PUBLIC TRANSPARENCY, ACCESSIBILITY, AND INCLUSIVITY

AWDB members, including employers and organized labor, were involved in the public comment process and inputted into the development of the Local Plan prior to its submission to the State. The Local Plan was released through a Public Notice for citizen review and comment on February 6. 2017. During the 30-day public comment period from February 6, 2017 to March 6, 2017, the Local Plan was made available to the public at the City's Workforce Development Division, and on the City of Anaheim's website. In addition, AWDB members were notified and provided a copy of the Local Plan for review and comment. On February 22, 2017, City staff held a public hearing to provide the public an opportunity to review and comment on the Local Plan. In April, 2017, the AWDB will review and approve the Local Plan and recommended approval of the Local Plan to City Council. A summary of public comments can be found in Attachment G.

COMMON INTAKE AND CASE MANAGEMENT EFFORTS

The AWDB adopted the implementation of the State CalJOBS system as a coordinated method for intake, case management and client tracking. The system tracks co-enrollment with DOL programs including TAA, WIOA, and W-PA to ensure a common record is maintained for each participant. The participant tracking is critical in determining performance outcomes. In addition, the system flags existing enrollments with another local area, failure to update activities and services to insure the participant remains in the system until they are exited. The CalJOBS system also links the eligible training provider list and job orders to participant records. The base wage record is also part of the file, which indicates employment and retention – both WIOA outcomes.

To promote on-going success in collaboration, regularly scheduled staff meetings and cross training sessions are conducted on behalf of all partners. Co-case management with EDD services, including those funded by Wagner-Peyser, helps support system coordination. This occurs between the one-stops and the EDD-managed programs/services: Youth Employment Opportunity Program; DVOPs & LVERS; and Trade Adjustment Assistance. The programs also work together on job development activities, shared job recruitments, coordinated job fairs, co-facilitated workshops, employer outreach; marketing for on-the-job training, customized training options, state bonding programs and work opportunity tax credit, and other incentive programs.

OTHER MISCELLANEOUS INFORMATION REQUIREMENTS

Title II program applicants will be given access to the Local Plan upon State approval. The applicants can request a copy of the plan by contacting the City of Anaheim Workforce Development Division. The plan will also be posted on the City of Anaheim and anaheimjobs.com website.

WSD 15-14 WIOA Adult Priority of Service: Through an administrative regulation (AR), the AWDB has identified and implemented the priorities consistent with this directive.

Priority of Service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. The target populations served through the AWDB Priority of Service Administrative Regulation include recipients of public assistance, other-low income individuals, and individuals who are basic skills deficient. Veterans and eligible spouses of veterans continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA section 134(c)(3)(E).

For the purposes of this policy, the following definitions apply:

BASIC SKILLS DEFICIENT – an individual what is unable to compute or solve problems or read, write or speak English at a level necessary to function on the job, in the individual's family or in society. Criteria used to determine whether an individual is basic skills deficient includes the following and are documented in case notes:

- Lacks high school diploma or high school equivalency and is not enrolled in secondary education
- Enrolled in Title II Adult Education/Literacy program
- English, reading, writing or computing skills at an 8.9 grade level or below
- Determined to be limited English skills proficient through staff-documented observations

- Lacking computer literacy defined as: non-technical knowledge of computers and how to use them

LOW INCOME – Individual that meets one of the criteria below:

- Receives, or in the past six months has received, or is a member of a family that is receiving or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) program, supplemental security income program or state or local income-based public assistance.
- In a family with total family income that does not exceed the higher of the following:
    - The poverty line
    - Seventy percent of the Lower Living Standard Income level
- A homeless individual
- An individual with a disability whose own income does not exceed the income requirement, but is a member of a family whose total income does

PUBLIC ASSISTANCE RECIPIENT: An individual that receives federal, state, or local government case payments for which eligibility is determined by needs or income test.

WSD15-12 - WIOA Memorandums of Understanding Phase I: The AWDB has re-negotiated the terms of service with AJCC partners to comply with WIOA regulations.

WSDD-151 - WIOA Phase II Memorandums of Understanding: The AWDB is building upon the agreements established in Phase I and determine how to best support their established service delivery model through the sharing of resources and costs. During Phase 2 negotiation, infrastructure costs will be determined, a budget developed, and costs allocated based on colocation and services provided.

The portions of the local plan that are being handled in the narrative content of the regional plan are Regional Sector Pathways. These pathways identify industries and occupations that are consistent with the growth industries and occupations in the Anaheim labor market.

Administrative Documents List

Attachment A: Local Board Assurances
Attachment B: Local Area Comprehensive One-Stops and AJCC Partners List
Attachment C: Memoranda of Understanding
Attachment D: Grant Recipient Listing
Attachment E: AWDB Bylaws
Attachment F: Program Administration Designee and Plan Signatures
Attachment G: Summary of Public Comments