The vision for the Kern, Inyo and Mono (KIM) Workforce Development Board (WDB) is to create an integrated workforce development system that is business led, market-responsive, and results-oriented. AICC Partners are committed to providing a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. In order to accomplish this vision, AICC Partners continue to work toward increased cross-system data capacity and tracking of co-enrolled individuals across WIOA core programs, partner workforce programs and other agencies to ensure a seamless customer experience at all AICC locations. The WDB and AICC partners also plan to use data available through Dun and Bradstreet data accessing it via the EconoVue platform and other sources to conduct business engagement to jointly develop business solutions and to make data driven decisions on workforce development. The AICC Partners are dedicated to continuous improvement as is evidenced by the KIM Human Centered Design team which was selected in 2016 for national recognition at the White House.

The KIM AICC system is designed to increase access to, and opportunities for, employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with disabilities and other barriers to employment. It aligns workforce development, education, and economic development programs with economic development strategies to meet the needs of local employers, and provides a comprehensive, accessible, and high-quality workforce development system that delivers a pathway to the middle class for individuals. AICC Partners meet regularly to align, coordinate and integrate services to ensure that the one-stop delivery system, including Wagner-Peyser services are comprehensive and not duplicative. The one-stop centers provide career services and offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, earn and learn activities, comprising on-the-job training, and incumbent worker training that enable customers, including those with disabilities, to find meaningful and productive job opportunities in our community.

Bilingual staff refer limited English customers to local ESL programs for services to enhance their language skills. Rosetta Stone software programs will be available in twenty-five different languages for use in all AICC resource rooms. Customers are referred to GED programs to help them progress with academic skills attainment. In addition, KIM plans to utilize technology such as Skype, on-line workshops, and social media to enhance accessibility to the entire system. AICC partners are currently in the process of developing on-line tools to make services available 24/7 in the convenience of customer’s homes. Online services will also allow individuals who do not own a computer to access the system from 21 Public Libraries located in Kern County, 6 in Inyo County, and 7 in Mono County.

The needs of business are central to the KIM service delivery strategy. The KIM WDB and its partners closely coordinate with local economic development agencies to meet the needs of employers and businesses. Kern County has integrated the WDB staff into the County’s Division of Economic and Workforce Development. This division is responsible for coordinating all economic development activities for Kern County. KIM’s Back-to-Work/Business Center will also serve as an incubator site for businesses to begin human resources activities and access entrepreneurial services offered by the Small Business Development Corporation (SBDC). The center will braid resources and coordinate services solutions specific to employers and services for dislocated
comprised of KIM WDB staff and EDD, will conduct outreach to businesses and provide Rapid Response/Layoff Aversion workshops and services to affected individuals. The Rapid Response/Layoff Aversion Team will use EconoVue (including the Dun and Bradstreet wellness scale) and specialized business data systems available through the local economic development agencies to identify businesses or sectors experiencing challenges or expanding. The team(s) will then coordinate with spell out (KEDC) and the SBDC to identify and to provide specific information on services (solutions) that could help stabilize the business or sector, such as Small Business Administration (SBA) Loans, GoBiz programs, reduced utility rates offered by PG&E, and earn and learn training programs offered through the AJCC. This Center’s strategic priority is to create and foster business partnerships relationships and provide the WDB sector champions leaders a platform which they can influence the training pipeline so its output of human capital is more business relevant. In addition, KIM WDB will be using a green mobile employment center to offer job placement services to its customers in rural areas throughout KIM.

KIM is an active member of the Central California Workforce Collaborative, which includes the eight LWDB’s in the Central Valley RPU. KIM has participated in many regional grants designed to address issues in the central valley; all included extensive partnerships with education, labor, economic development, and local employers. KEDC is a Board member of the California Central Valley Economic Development Corporation, which facilitates economic development at the (eight-county). The KIM WDB strives to achieve maximum results for individuals by leveraging funding across multiple programs. The KIM WDB has been the WIOA Section 167/National Farmworker Jobs Program (NFJP) grantee for Kern County since 1981. KIM’s unique position as the administrative entity for the LWDA for WIOA Title I funds allows for expanded services, leveraged funding, and increased opportunities for farmworkers. The farmworker program is well-integrated into the one-stop delivery system. Additional examples of integrating service delivery and braiding resources includes, CalWORKS, and transitional age youth Kern County Behavioral Health and Recovery Services funds and participation on the Community Corrections Partnership to receive funding for ex-offenders from AB 109. KIM will also participate in a whole person care project funded through the local Hospital Authority to provide workforce services for ex-offenders.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication. KIM has coordinated with local colleges to offer credential stacking and "just-in-time" training to meet the current demands of emerging industries, and soft skills training that are employer driven. To ensure the required opportunity for businesses, labor organizations and the public to comment on its local plan, KIM WDB through ETR’s website (www.etronline.com) will contain the Kern, Inyo, Mono Counties Consortium Workforce Development Area – Local Plan and the San Joaquin and Associated Counties Regional Planning Unit, Regional Workforce Development Plan 2017 – 2020, and will have a link to the California’s Unified Strategic Workforce Development Plan 2016 -2020. This designated site provides the opportunity and visibility for all interested parties to provide comment. This information will become public record with a public announcement through a press In addition, a variety of methods will be used to notify and include the public in the notice process of the local plan, including English and Spanish notices on television, in newspapers and at all public libraries located in KIM Counties. The Local Plan will also be accessible in braille. Spanish speaking and ASL interpreters will be present at the public comment forum.

KIM WDB continues to work toward fostering innovation, engaging stakeholders, and guaranteeing streamlined operations and service delivery excellence.
3. Local Plans for All the Local Areas in the RPU; each local plan will contain the following:

A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:

   i. A description of the Local Board’s strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.

The vision for the Kern, Inyo, and Mono (KIM) Workforce Development Area (WDA) is to create an integrated workforce development system that is business led, market-responsive, and results-oriented. This enhanced system will focus on customer service excellence, seek continuous improvement, and create value by enhancing employment opportunities for all individuals including those with disabilities and significant barriers. To achieve this vision, a focused and deliberate collaboration will be developed with business, through a Business Engagement program, and the KIM WDA existing partnership between education, workforce development and economic development networks to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity.

The KIM Workforce Development Board (WDB) strategic vision will be realized by aligning local efforts with California’s state plan. The partners are committed to a locally-driven system which develops partnerships, and provides programs and services to achieve the three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

   A. Foster demand-driven skills attainment;
   B. Enable upward mobility for all Californians; and
   C. Align, coordinate, and integrate programs and services.

KIM WDB goals include: (1) increasing access for its customers to services through (i) the utilization of mobile technology, (ii) the use of a green mobile employment center in rural areas to offer services, such as resume assistance, skill assessment, job search assistance, consultation with a Job Specialist, and internet access, (iii) the addition of specialized AJCC One-stop Centers for business and youth engagement, and (iv) providing extended hours of
operation at its Comprehensive AJCC One-Stop Centers; (2) fostering partnerships with non-traditional partners to expand services to its AJCC customers; (3) developing strong working relationships with local educational partners including local community colleges, local private colleges and universities, local school districts, vocational training schools, and Kern County Superintendent of Schools to support the development of workforce related activities and career pathways that will prepare customers for demand occupation in the identified targeted industry sectors and lead to demand-driven skills attainment; and (4) using existing training and/or creating customized training, if necessary, to meet the demands and needs of businesses.

Applied Development Economics (ADE) was contracted by the Central California Workforce Collaborative (CCWC) to complete a Regional Economic Sector and Skills Gap Analysis to assess in-demand jobs and the skills required to fill those jobs. In addition, ADE completed a Regional Economic Sector and Skills Gap Analysis for the KIM WDA. Findings from the October 24, 2016 draft of that report identified Energy and Natural Resources/Renewables; Healthcare Services; Aerospace & Defense; Transportation, Logistics, & Advanced Manufacturing; Value-Added Agriculture; and Tourism, Recreation and Entertainment as growth clusters.

The ADE report concluded that economic growth for our area is expected to be at 1.5 percent a year. Jobs in KIM Counties are expected to grow modestly from now to 2025 and analysts project a number of sectors (Construction, Health, Logistics, and Administrative Support) to exceed this overall annual growth rate. KIM will share this information with neighboring counties to map out the industries, identify which occupations to address, and develop a plan to direct collaborative efforts and resources to respond to the reported skills gap.

ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

Based on the analysis presented in the ADE report and discussions with key employers and workforce training organizations, the following have been identified as potential priorities for additional training efforts: Medical Technicians, Registered Nurses (RN), Licensed Vocational Nurses (LVN), Electricians, Maintenance Mechanics; ability to use computer operated processing controls and instruments (and related English competency), workers with supervisory or management skills, and business skills.

On October 19, 2016, KIM WDB hosted a workforce summit to address key industry issues. Panels of experts were convened from key industry sectors, education, and economic development to discuss the findings in the ADE report and to begin the process of creating a plan to address identified skills gaps in the local and regional workforce. In addition, the conversation has been continued through three regional forums held in Kern County. Through this series of discussions critical skilled labor shortages have been identified by business as existing in healthcare, advanced manufacturing and logistics, and professional
technical occupations. These findings are consistent with the ADE report and indicate that more resources should be focused on these areas.

To assist with the needs of the Healthcare industry, KIM WDB will apply for H1B funding to address the need for technicians. Work has already begun to form a regional coalition with hospitals, community colleges and Workforce Boards to create a customized training program that will result in a recognized credentialing program to meet the demands of hospitals for healthcare technicians. In addition, local employers are indicating that there continues to be shortages of LVN’s and RN’s. The main issue identified for training providers was a shortage of qualified instructors to provide the necessary classes to train LVN’s and RN’s. The local area will need to form an ad hoc working group to develop a plan to identify ways to attract more instructors for LVN and RN courses. Training providers indicated that the inability to recruit qualified instructors is due to the wage differential between what RN’s make working in a hospital or clinical setting as opposed to wages paid to nursing instructors. It will be necessary for education partners and employers to work together to identify ways to offset the wage differential in order to recruit qualified staff to work as instructors and increase the number of available instructors for training LVN’s and RN’s.

Employers expressed a need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations. There are a number of programs in process both regionally and at the local level to address this need including the central Valley Slingshot Project, Bakersfield College’s Advanced Manufacturing Program, and Arvin High School’s “1+1+2 = Game Changer” program. The Arvin High School (AHS) Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigation for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to fund training programs to offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the “1+1+2=Game Changer” program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern/high-tech agriculture equipment. “1+1+2=Game Changer” allows students to pursue multiple pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students so that they graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

In order to meet job growth and skills attainment for the construction industry, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. In addition to meeting the demands of business with industry recognized credentials, these programs are especially helpful to participants with barriers that have been long-term unemployed and low income. For those customers that cannot afford to attend a traditional training program, the pre-apprentice program is significantly shorter in duration which allows the customers to seek gainful employment quicker.
KIM WDB will continue to closely collaborate with education partners, organized labor, community based organizations and business in order to develop innovative training solutions that are responsive to industry needs as they are identified.

B. Required detail on local program alignment to implement State Plan policy strategies.
   i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

The WIOA workforce delivery system in KIM Counties is comprised of eighteen One-Stop partners furnishing services designed to provide workforce development activities through local programs that increase the employment, retention, and earnings of participants. The programs are designed to increase attainment of recognized credentials by participants and improve the quality of the workforce and meet the skill requirements of employers. The WIOA partners seek to enhance the productivity and competitiveness of the local area through its workforce delivery system by creating innovative strategies to focus on employer engagement; strengthening of core programs; dissemination of best practices; and promoting effective use of technology to enhance the service delivery. In addition, the KIM WDA strives to increase innovation in how the delivery system works collaboratively to serve both business and jobseekers while utilizing different approaches to increase opportunities for the most marginalized populations, especially those with disabilities, to access competitive employment; and using technology to increase the prosperity of workers (both urban and rural) in the local area. The programs being offered enhance opportunities for local businesses to fill their vacancies with highly skilled and qualified job applicants, including those individuals with taxing barriers to employment by providing access to education and training that leads to employer recognized credentials and jobs which pay well.

These programs include, but are not limited to: Title I Adult, Dislocated Worker, and Youth; Resource (ETR) is the fiscal agent of KIM WDB; Title II Adult Education: Kern High School District (KHSD); Delano Joint Union High School District (DJUHSD); Title III Wagner-Peyser: California Employment Development Department (EDD); Title IV: California Department of Rehabilitation (DOR); Kern Community College District (KCCD); West Kern Community College District; Kern County Department of Human Services (DHS): TANF/CalWORKs; Veteran Services, Native American 166 program, Housing Authority of Kern County, Job Corps, Kern County Superintendent of Schools (KCSOS), and Kern County Public Library (KCPL).

Until 2017, Cornerstone Solutions, Inc. dba Job Corps (Job Corps) has been a scheduled presence in the one-stop, with an admissions person visiting the KIM’s America’s Job Center of California (AJCC) located in Southeast Bakersfield AJCC (SE - AJCC) once per month. Commencing on February 1, 2017, the San Francisco Department of Labor Office of Jobs Corps has authorized a full-time Job Corp admission staff member to be located at the SE - AJCC. Job Corps’ full-time presence will have a significant impact in reducing the high percentage of disconnected youth in Kern County. Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare
them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and work based learning experiences to prepare youth for stable, long-term and high-paying jobs.

NEXT Step Vocational Education & Transition Center has been specifically designed to provide vocational education, training and job placement for young adults between the ages of 18 and 29 with Autism Spectrum Disorder, Autism, Attention Deficit Hyperactive Disorder, and Learning Disabilities. The KIM WDB is a partnering agency on this project.

The NFJP is a nationally-directed, locally-administered program of services for Migrant and Seasonal Farmworkers (MSFWs). KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. With a unique position as the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partner in the AJCC, the farmworker program allows for expanded services, leveraged funding, and increased opportunities. The farmworker program is well-integrated into the one-stop delivery system and bilingual staff at the AJCCs assist limited English-speaking customers to ensure they have equal access to services. The program partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor.

The Kern County Behavioral Health and Recovery Services Department (KCBHRSD) offers counseling, psychotherapy, transportation relating to mental health treatment, assistance with obtaining needed medication, and substance abuse treatment. In addition, the program provides medical/dental/vision services, employment and vocational training. Some of these services are provided at the main Southeast AJCC (SE-AJCC) in Bakersfield.

KIM is a partner agency on the local Community Corrections Partnership which oversees AB109 funding for Kern County. As a partnering agency KIM receives a percentage of the County's AB109 funding to provide services to participants to help them overcome personal barriers, thereby increasing their chances of becoming productive members of society. The agency is able to leverage WIOA funding with AB109 funding to provide wrap around services to ex-offenders returning to the County.

The Small Business Development Center helps stimulate economic growth by assisting small businesses to succeed by providing knowledge and support throughout a vast array of expertise, including, but not limited to: business planning, loan packaging, social media marketing, e-commerce, media buying, public relations, insurance, food services, intellectual property, and human resources.

Community Action Partnership of Kern (CAPK) is the official anti-poverty agency for Kern County and has been working to provide an integrated network of services since 1965. One of more than 1,000 community action agencies nationwide, CAPK is one of Kern County's largest nonprofit 501(c) (3) corporations. Through a variety of programs and in collaboration with other community service agencies, CAPK helps participants pursue their educational goals, secure and retain employment, maintain adequate housing, receive medical services, obtain energy subsidies and weatherization assistance, encourages parent
participation, counteracts hunger and malnutrition, provides child care and preschool education, and other personal and family development opportunities to build and achieve individual and family self-sufficiency.

The Senior Community Service Employment Program (SCSEP) is the only federal program targeted to help older workers. Each year, SCSEP enables thousands of low-income seniors to earn and learn while working in local programs serving their community. As the SCSEP grantee, SER Jobs for Progress, Inc. makes available affordable housing and social services throughout KIM Counties by providing individuals the opportunity to become self-sustaining, obtain quality education, employment and training opportunities, childcare, affordable housing, and other services that benefits the community as a whole.

ii. Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan:

#1 Sector Strategies:

On October 19, 2016 KIM hosted a workforce summit to address key industry issues. Panels of experts were convened from key industry sectors, education, and economic development to discuss the findings in the ADE report and to begin the process of creating a plan to address identified skills gaps in the local and regional workforce. In addition, the conversation has been continued through three regional forums held in Kern County. Through this series of discussions critical skilled labor shortages have been identified by business as existing in healthcare, advanced manufacturing and logistics, and professional technical occupations. These findings are consistent with the ADE Regional Economic Sector and Skills Gap analysis performed for the CCWC, which indicates that more resources should be focused on these areas. KIM WDB recognizes the need to utilize business intelligence technology (EconoVue) to assist with its program performance data to help drive policy and program decisions to make ongoing improvements to our employment and training programs.

In response to Healthcare’s shortage of workers, KIM WDB will apply for H1B funding to address the need for technicians. Work has already begun to form a regional coalition with hospitals, community colleges and Workforce Development Boards to create a customized training program that will result in a recognized credentialing program to meet the demands of hospitals within the region for healthcare technicians. In addition, local employers are indicating that there continues to be a shortage of LVN’s and RN’s. The main issue identified by training providers was a shortage of qualified instructors to provide the necessary classes to train LVN’s and RN’s. The local area will need to form an ad hoc working group to develop a plan to identify ways to attract more instructors for LVN and RN courses. Training providers indicated that the inability to recruit qualified instructors is due to the wage differential between what RN’s make working in a hospital or clinical setting as opposed to
wages paid to nursing instructors. It will be necessary for education partners and employers to work together to identify ways to offset the wage differential in order to recruit qualified staff to work as instructors and increase the number of available instructors for training LVN’s and RN’s.

In response to an expressed need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations by local employers, there are a number of programs in process both regionally and at the local level to address this need, including: the central Valley Slingshot Project, Bakersfield College’s Advanced Manufacturing Program, and AHS’ “1+1+2 = Game Changer” program. The AHS Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigated for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to training programs which offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the “1+1+2=Game Changer” program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern/ high-tech agriculture equipment. “1+1+2=Game Changer” allows students to pursue multiple pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students so that they graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

In order to meet job growth and skills attainment for the construction industry, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. In addition to meeting the demands of business, these programs are especially helpful to participants with barriers that have been long-term unemployed and low income that cannot afford to attend a traditional training program due to length of time spent in the classroom without earnings.

KIM WDB will continue to closely collaborate with education partners, organized labor, community based organizations and business in order to develop innovative training solutions that are responsive to industry needs as they are identified.

#2 Career Pathways
Enabling the progressive skills development through education and training programs utilizing multiple entry and exit points, in order that each level of skills development corresponds with labor market gains for those being trained or educated will assist seamless service and Career Pathways. These pathways will be flexibly designed and include, where necessary, remedial programming, and English as a Second Language training, to allow participants with basic skills deficiencies the ability to fully participate.

For example, AJCC partners recently met and developed a referral process which includes adult education and remediation. The referral process also includes designated staff at each partner agency to ensure that exit and on-ramp referrals are tracked. ADE and the H1B grant
application identified in-demand occupations with potential career pathways that include: workers with supervisory and management skills, maintenance mechanics, and those with the ability to use computer operated processing controls and instruments (and related English competency). The Workforce Summit identified medical technicians, case managers for in home health, and general business skills. ADE also identified electricians as a high demand occupation. The KIM WDB staff will be working with business and the education partners to jointly develop course work and training programs to provide stackable, industry recognized credentials that enable upward mobility along a career pathway.

#3 Organizing Regionally
KIM has been an active member of CCWC for approximately ten years. The CCWC is comprised of the eight workforce development boards in the Central Valley Regional Planning Unit (RPU) as identified by the State Workforce Board. As a member of CCWC KIM has participated in a number of regional grants designed to address issues in the central valley such as the Job Driven National Emergency Grant, Long Term Unemployed Grant, Veterans Employment Assistance Program, and the Central Valley Infrastructure Employment Project. All of these grant projects entailed extensive partnerships with education, labor organizations, other valley workforce development boards, economic development, Military establishments, Veteran Service Organizations, and local employers. KIM continues to participate in Business Sector Strategies work groups with regional partners. Staff also attend different forums held throughout the region for capacity building. CCWC has developed capacity development training that has engaged all regional partners and staff to promote best practices in the region.

KIM has also been an active member in the Central California Joining Community Forces Committee (CCJCFC) for the past 3 years. The Joining Community Forces is “a voluntary military cooperative partnership organized to provide multi-service networking for training and assistance to ensure “Total Force Family Readiness”. “The committee serves the purpose of linking outside organizations, nonprofits, faith based, military associations, government agencies, and military branches together to strengthen the support network for military personnel and their families throughout the State of California.

In addition, KIM has been actively involved in the San Joaquin Valley SlingShot project and will incorporate lessons learned into the KIM service delivery model including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges.

#4 Utilizing Earn and Learn Strategies
KIM WDB has implemented earn and learn programs by utilizing training and education best practices that combine applied learning opportunities with material compensation. These programs facilitate occupational skills development in the context of actual labor market participation. The success of KIM’s earn and learn programs are a result of employer engagement. In addition, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. These programs are especially helpful to participants with barriers that have been long-term unemployed and low income. For those customers that cannot afford to attend a
traditional training program, the pre-apprentice program is significantly shorter in duration which allows the customers to seek gainful employment quicker.

On-The-Job Training is a demand driven strategy to meet employer's hiring needs for a skilled workforce. Candidates are matched for suitability to learn the required skill sets. On-The-Job Training is available for employers to hire permanent, full time employees who qualify and get reimbursed during the contract period for a portion of their training costs.

Earn and learn opportunities are provided for adult customers via both On-the-Job Training contracts and Paid Work Experience. Three standalone Paid Work Experience programs are available to adult/combined customers: The KHSD’s Farmworker Opportunity Program (FOP), Career 4 Success (C4S), and the Mexican American Opportunity Foundation’s Subsidized Work Experience Program (SWEX). These programs offer paid work experience and soft skills development to customers who need hands-on experience in the workplace post-training, or who have been unemployed and need to re-establish a work history. All youth-only WIOA programs are required to provide Work Experience activities for their participants.

Through AB109 funding ex-felons benefit from paid work experience by being reintroduced to the workforce and building trust with employers and the community. Their work experience and essential skills training enhances their ability to gain and retain employment. By gaining recent work history and current skills their chances for unsubsidized employment are increased.

**#5 Supportive Services**

Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to: transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. KIM coordinates with One Stop partners and other community based organizations to provide services not afforded by KIM. In the interest of improving customer service, One Stop partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator will serve as a point of contact for the customer and be responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. KIM also maintains a resource directory of services available through other agencies and community based organizations. The directory provides contact information for organizations providing transportation, utility assistance, legal services, child care services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises.

Two examples of coordination with partners are:

Supportive services are used for eligible customers to take the bilingual exam at Bakersfield College. Attainment of this recognized certificate qualifies them for many job opportunities with private employers and public organizations.
Community Connection for Child Care provides subsidized child care services to families meeting eligibility criteria. Families in need can either place their child(ren) in licensed day care programs or may have a family member compensated while caring for their child(ren). This is a much needed service to individuals entering the workforce. KIM leverages funds by making direct referrals for services without utilizing WIOA supportive services dollars.

### #6 Building Cross System Data Capacity

Over the next four years the KIM WDA will continue to regularly schedule meetings with AJCC Partners to discuss creating cross-system data capacity that measures factors such as: skills/competency attainment for those who receive training or education under the program; relevant program completion; employment placement; educational progression; income; and other data for programs. In addition, labor market and performance data will be used to assess the value of those investments.

Currently ETR, as an active partner in the Community Corrections Partnership (CCP), is involved with the process of creating cross-system data capacity for the AB109 programs funded through the CCP and administered through Kern County Probation. The system must be user friendly as Community-Based Organizations (CBOs) and other county agencies must have access to the system but also have security measures to restrict access to law enforcement’s data pertinent to the criminal histories of participants. Kern County Probation has enlisted the help of PEW in an advisory role to ensure collection of all relevant data to ensure the fidelity of programs and see the best return on the dollar. KIM will utilize the best practices from this emerging model.

### #7 Integrating Services Delivery and Braiding Resources

KIM offers integrated service delivery by braiding resources and coordinating services at the local level to meet client needs. Some of the programs the agency leverages include: TANF/CalWORKs, Transitional Age Youth (TAY), NFJP, and AB109.

Following are examples of how these services are braided:

**Paid Work Experience**

CalWORKs participants are provided Paid Work Experience (PWEX). Participant are enrolled among three service provider agencies: KHSD, Mexican American Opportunity Foundation, and Proteus, Inc. The service provider agencies place participants in public and private sector work sites. Participants are assigned work schedules that range from 20 to 40 hours per week. Work experience assignments will last up to six months.

**CalWORKs Placement**

KIM provides supervised job placement services through a contract with the DHS. These services include: online applications, preparation of resumes, interviewing techniques, registration into the CalJOBS website, ensuring that the participants complete minimum weekly employer contacts and that they complete minimum participation hours. Case journal notes are documented and activities are monitored and reported to DHS on a regular basis.
E Jobs Program
KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. The unique position as the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partners in the AJCC, allows for expanded services, leveraged funding, and increased opportunities for farmworkers. The farmworker program is well-integrated into the one-stop delivery system. Bilingual staff at the AJCCs assist limited English-speaking customers and ensure that they have equal access to services.

AB 109 Ex-offender Re-entry
KIM is an active member in the Community Corrections Partnership (CCP) in Kern County. ETR collaborates with Probation, Sheriff's, KCBHRSD, the District Attorney, Public Defender, Bakersfield Police Department, DHS, and local community based organizations to coordinate support and services to ex-offenders served under the Public Safety and Realignment Act of 2011. Participants are assessed; barriers are identified and services are then aligned to the individual needs of each participant utilizing the services of the partner agencies. Efforts are coordinated to eliminate barriers, reduce duplication of services and provide for the best return on investment.

Culinary Training Collaboration
ETR and Bakersfield Adult School (BAS) have collaborated to offer a Culinary Training program in previously vacant cafeteria facility at the SE-AJCC. The 18 week course provides an introduction to food service career opportunities and requires mastery of entry-level food service preparation and culinary skills as well as customer service, with up to 20 participants per semester. In addition to culinary and customer service training, participants also receive the ServSafe California Food Handler certificate required to work in a commercial kitchen in California.

Transitional Age Youth (TAY)
The TAY program is a collaboration between ETR, KHSD Career Resource Department (KHSD-CRD) and KCBHRSD. Funding comes from the KCBHRSD's Mental Health Services Act - Prevention and Early Intervention (MHSA-PEI) program. TAY provides comprehensive work-readiness' life skills development followed paid work experience and job search/placement activities for up to 40 young adults ages, 16-25. These youth have mental health diagnoses as well as additional barriers to self-sufficiency such as status as a current or emancipated foster youth, involvement in the criminal justice system, educational underachievement or learning difficulties due to these factors. Paid Work Experience is provided by KHSD-CRD; KIM staff provide career exploration and work readiness training; KCBHRSD provides counseling and other wrap around services. This integrated service delivery model has proven to be crucial in working with participants who may be dealing with mental health issues and other significant barriers.

Youth Re-Engagement Center
Youth Re-Engagement Center: ETR, in collaboration with WIOA partners including the EDD and DHS, have partnered with the KCPL system to begin developing a comprehensive Youth Re-Engagement Center to reach out to local disengaged youth. Partners are planning to host out-of-school youth ages, 16-24 and provide staff-assisted services such as resume development, mock job interviews and essential skills workshops. Guest speakers, job fairs
and problem-solving “hack-a-thons” will be scheduled to provide a variety of activities for youth looking for job training and employment opportunities. In addition to training opportunities participants will have access to state of the art equipment including digital cameras, Macintosh computers with Adobe photo and movie-editing software, Lego robotics, IMAX theater equipment and 3D printers all provided by the KCPL system. The Youth Re-Engagement Center will be marketed in a joint-effort between participating agencies. Marketing strategies will include local event outreach, flyers and media advertising. In addition, marketing content curated by youth participants for websites and social media platforms will be primary methods used for local outreach.

**Business/Back to Work Center**
KIM recently re-opened a Business/Back to Work Center as a specialized AJCC One Stop center. The center will be braiding resources and coordinating services specific to employers and dislocated job seekers. Business Engagement will be the primary focus and Rapid Response and Layoff Aversion will be the secondary focus of this center. The center is located within a commercial district providing convenient access to professional business services such as: business recruitments, forums, and applicant screening. Services for dislocated workers will include: financial literacy, job loss coping skills, computer literacy and resume and job search assistance. While the center is currently staffed with WIOA personnel the plan is to bring in additional partners such as the Small Business Development Center (SBDC) to provide entrepreneurial training and mentoring for dislocated workers that desire to open their own businesses.

**Human Centered Design**
CWA Challenged WD Boards to design new and innovative programs using the Human Centered or Customer Centered Designed concept to serve specific populations in their respective communities. The goal of the project was to place the customer at the center of the solution to a specific problem and involve them in program design and implementation. The Kern Youth Partnership (KYP) team was formed and is comprised of KHSD, ETR, DHS, DOR, KCBHRS and Probation to address the issues of disconnected youth. Out of 80 Human Centered Design applicants, the KYP team was selected as one of 15 teams that were nationally recognized at the White House. The plan is to start a pilot project in the spring 2017 utilizing interns from CSUB to provide essential skills and mentoring services to high school students at risk of dropping out of school.

**Mobile Employment Center**
Commencing in May 2017, KIM WDB will be using a green mobile employment center to offer job placement services to its customers in rural areas, such as resume assistance, skill assessment, job search assistance, consultation with a Job Specialist, training referrals, and internet access. This thirty-six foot vehicle is specially equipped to provide access to services to customers that are not typically found in rural areas throughout KIM.

C. Required detail on specified services and service delivery strategies

i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly
eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 240(a)-(M).

The WIOA Partners recognize the benefits to customers in ensuring that the seamless one-stop delivery system is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. For example, the AJCC partners recently met and developed a referral process which includes designated staff at each partner agency to ensure that exit and on-ramp referrals are tracked. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. WDB plans to expand access by establishing new centers and using technology for recruitment and retention. For example, the recently opened a Back to Work/Business Center which will provide expanded access to employers and dislocated workers in a new location. Staff are working on opening a Youth Re-Engagement Center with non-traditional hours to provide services to youth ages 14-24. In addition, during the next four years the plan is to increase access through online services which is particularly important for individuals who have disabilities, transportation issues, and other barriers to access. Regularly scheduled partner meetings identify gaps in services and open discussions with partnering agencies on how best to collaborate to provide a seamless, customer focused one stop system.

ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The ADE report provided the KIM WDB with the foundation to begin work on the Career Pathways and WIOA provided the funds through the use of incumbent worker training. The report highlighted those occupations within the industry clusters that show growth and present an individual with a sustainable wage. KIM WDB utilize this data at the Employer forums to discuss the matriculation of classes and employer training, outreach to participants and incumbent workers, a policy for co-enrollment and the leveraging of funds. KIM WDB held Workforce Forums in November and December of 2016 which convened educators and businesses to facilitate developing career pathways and incumbent worker training. As a result of the Workforce Forums, KIM WDB through its fiscal agent, ETR has scheduled soft skills workshops and expanded training opportunities based upon the employers’ needs. In addition, due to the positive feedback from attendees, ETR will be scheduling quarterly forums.

1. Build Cross-Agency Partnerships and Clarify Roles
   a. AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant (CAN) to LVN to RN programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as: Plate, TIG, MIG, Pipe, and Arc. KIM WDB has a long history of commitment to the healthcare sector, collaborating on two regional healthcare initiatives with neighboring LWDAs since 2001. Other collaborations include work with the KCCD’s Bakersfield College’s Allied
Health and Nursing Program 15% Governor's Discretionary Grant program. KIM WDB funds have been used to pilot a LVN program at the KHSD's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide an on-the-job training contracts for RN 18-week residency in acute care settings. Examples of health career ladder programs KIM WDB funds include classroom training for CNA, LVN, Emergency Medical Technician, Pharmacy Technician, and RN.

2. Identify Industry Sectors and Engage Employers
   a. Using the ADE Report and Economic Development Agencies to identify industry sectors helped to engage local employers for workforce forums to hold discussions about creating training and career pathways for positions within their businesses.

3. Design Education and Training Programs
   a. Integrate information from employers regarding the skills and education required for job vacancies and how the local training vendors or educators can assist with those skills, aptitude or knowledge acquired through educational programs.

4. Identify Funding Needs and Sources
   a. KIM researches public and private funding opportunities available to meet the local community needs for providing job seekers training and education in career pathways for high-demand careers.

5. Align Policies and Programs
   a. KIM and education partners will support the state combined plan to align policies and programs to facilitate alignment among workforce, education, and human services to ensure that individuals can move seamlessly from school to work and earn in-demand credentials.

6. Measure System Change and Performance
   a. KIM will work with all partners to collect data and develop metrics for performance reporting.

Employers expressed a need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations. There are a number of programs in process both regionally and at the local level to address this need including the central Valley Slingshot Project, Bakersfield College's Advanced Manufacturing Program, and AHS' “1+1+2 = Game Changer” program. The AHS Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigation for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to fund training programs to
offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the “1+1+2=Game Changer” program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern, high-tech agriculture equipment. “1+1+2=Game Changer” allows students to pursue multiple pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students. The students graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

Board staff met with staff from CSU Bakersfield, KHSD’s Bakersfield Adult School, Bakersfield and Taft Colleges, and KCSOS regarding improved access to credentials. One of the colleges suggested encouraging local employers to increase use of WorkKeys as an assessment tool for their specific occupations. Another suggestion was to provide additional cross training to staff in order to better understand how more students, not just those enrolled in target industry clusters, might be assisted by the AJC system including access to supportive services. Suggest staff assist individuals that need out-of-state, out-of-country credentials evaluated to meet the credential requirements of California.

The WDB has also partnered with the KCPL to provide a literacy/digital literacy lab at the main branch, Beale Library. Students needing to improve their keyboarding and computer skills may make appointments for one-on-one tutoring to learn how to navigate the World Wide Web as well as the Windows Software programs. Beale Library also provides tutors in Math and reading through scheduled appointments; have access to practice tests on a variety of subjects; and non-traditional hours of operations to afford more public use and support the adult learner. Utilizing partners to strengthen the support networks for students and adult learners will help with retention to ensure forward progression of credentials.

iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations

The KIM WDB and partners facilitate engagement of employers through the collaborative efforts of Job Developers who conduct direct outreach to the business community, both large and small. Job developers address the needs of businesses within target industry clusters, by becoming informed of their business operations and required education and skill sets to obtain gainful employment. Job Developers assist businesses with services such as labor
market information, job fairs, and applicant screening as well as informing employers on topics of interest to include: tax incentives, vocational training developments, and employment law.

The board will enhance its connection with the SBDC and KEDC in order to build its capacity to serve additional needs of the business community. As WIOA allows the use of Adult and Dislocated Workers funds to be utilized for incumbent worker training, this connection with the SBDC and KEDC will assist KIM to market this service to business and aide in the development of career ladders. To further strengthen this relationship, KIM’s Back to Work/Business Center will serve as an incubator site for businesses to begin human resources activities while they transition to their permanent locations.

Per the KIM WDB Bylaws, while reviewing potential Business members, consideration will be given to local and/or regional Labor Market Information and industry sectors targeted in the Local Plan. Under WIOA, the KIM WDB membership nomination/application form now includes a question regarding the number of employees at the applicants business in order to determine if Business applicants represent a small business. WDB members include the Small Business Development Center, as well as two members whose firms provide business consulting, capital and small to mid-sized business start-up technical assistance.

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

KIM WDB has and will continue to convene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. These industry forums are led by the KIM WDB Members and engage all one stop partners, educational providers, businesses, trade unions, and community based organizations. The forums include employers who have a history of offering high-demand, high-wage job opportunities to historically disadvantaged populations. The Back to Work/Business Center will braid the services between employers and dislocated job seekers. Rapid Response and Layoff Aversion will be a primary focus of this center. The center is located within a commercial district providing convenient access to professional business services such as: business recruitments, forums, applicant screening, and small business development services.

The KIM WDB offers business services to employers, including, but not limited to, Earn and Learn Programs, On-the-Job Training, Paid Work Experience, Incumbent Worker Training, and Customized Training. In addition, KIM WDB anticipates having WDB Sector Champions with large businesses to align our regional and local employment goals to meet employers’ needs.

vi. Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

Kern County integrated the staff to the Workforce Development Board (WDB) into the County’s Division of Economic and Workforce Development in May of 2015. This Division of
the County Administrative Office is responsible for coordinating all economic development activities including the administration of pay for performance contracts with Kern Economic Development Corporation (KEDC) and California State University Bakersfield’s (CSUB) Small Business Development Center (SBDC). The SBDC covers the same footprint as the KIM WDA and offers many of its consulting services electronically and through webinars. The division also administers contracts for economic development activities with a number of smaller entities engaged in economic development activities. This structure provides direct access for the KIM WDB to work with economic development agencies on projects and activities that provide opportunities for participants in the KIM WDA. For example, when the Governor’s Office of Business and Economic Development, GO-Biz, contacts the County’s Division of Economic and Workforce Development about potential projects relocating into the KIM area, the division coordinates with partner agencies including the economic development agencies to ensure that the business receives labor market information (LMI) and information on the options for workforce training including customized training through the Employment Training Panel (ETP) and On-the-Job Training (OJT). In addition, KEDC and CSUB’s SBDC are members and active participants on the Workforce Development Board.

vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

AJCC customers are currently referred to 1-800# or website for online unemployment insurance (UI) assistance. State UI staff currently provide assistance via the 1-800 number. WDB staff are working with EDD Partners to expand other available services to better assist customers with UI program needs. EDD will provide a UI Navigator at the main branch of the KIM LWDA (i.e. SE - AJCC). The KIM UI Navigator will be available in the Resource Room to assist UI applicants, acting as a “bridge” to self-sufficiency on the upgraded UI website. Individuals in need of additional assistance may be seen privately at the Navigator’s office.

D. Required Information Pertaining to America’s Job Centers of CaliforniaSM (AJCC), including the following State Plan requirements for local plans:

i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

The WDB has implemented the use of benchmarks in service provider contracts as well as quarterly review of said contracts. Should any agency fail to reach a benchmark in their performance, technical assistance will be provided and a corrective action plan will be developed in conjunction with the agency. In addition, the WDB has also voted to have three members of the Board serve as evaluators during the Request for Proposals (RFP)/Request for Re-Funding (RFR) process to ensure that the services being solicited meet the requirements of the WDB and WIOA. The WDB is working to develop a schedule of visits to
the training providers to learn more about how the agencies operate, the full scope of their programs and utilize this information to better develop metrics on performance.

ii. **Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means**

KIM WDA spans more than 21,400 square miles of fertile farm land on the Central San Joaquin Valley floor, the arid Mojave Desert, and the mountains of the Eastern Sierra Region. The KIM WDA is larger in area than the State's largest county, San Bernardino. Sparsely populated, the residents of Inyo and Mono Counties comprise 3.5% of the Workforce Development Area’s population of 918,878 (Jan 1, 2016) residents. Due to the seasonal nature of employment, sparse population, low number of employers, and other factors, most economic studies do not target individual employers in Inyo or Mono Counties but rather aggregate data for the Eastern Sierra Region.

Given the breadth of the Workforce Development Area (WDA) KIM plans to utilize technology such as Skype and various Social media to facilitate access to services and enhance the currently maintained websites: www.americajobcenterofkern.com, www.americasjobcenterofinyo.com, and www.americasjobcenterofmono.com. These websites provide information regarding current training and employment opportunities, employer recruitments, job fairs, industry forums, and connections to all AJCC partner services and programs. Other enhancements under consideration for inclusion are: video links that would allow both employer and job seeker customers to review more information about specific programs and services at their convenience; an on-line orientation to offer an additional on-ramp to services to assist incumbent workers, customers with accessibility or transportation barriers, and anyone unable to visit centers during regular hours of operation; and the use or remote access points. Kern County established remote access points for county services using San Joaquin Air Pollution Control Grant aimed at reducing vehicle miles. These remote access points are provided using video equipment and microwave that could be used to provide career services in outlying areas. KIM WDB will be exploring these and other technological options for service delivery in remote areas.

At the present time KIM WDB is partnering with the KKCPL system to help expand AJCC services for customers that are unable to visit the centers during regular hours of operation. The KCPL system has 24 branches some of which are located in remote areas of the county. KIM also partners with a community based organization that offers a Green Mobile One Stop Unit that operates on bio diesel fuel and solar panels and can travel to remote locations to provide services to "hard to reach" populations. In addition to these services, KIM offers non-traditional hours to meet the needs of employers and job seekers. At the new BTWC and Youth Re-Engagement Center, KIM will offer non-traditional business hours to accommodate job seekers services and business that need to recruit, test and interview after normal business hours.

**CareerHub**

On January 6, 2017, KIM WDB was awarded the Workforce Accelerator 4.0 - Innovation Impact Project (Accelerator 4.0 Grant) from the CWDB and EDD which seeks to replicate the
Career Hub’s Virtual Service Model ("VSM"). The program will serve 1,500 Adults and Dislocated Workers, Disconnected Youth, and Low-Income Workers and work with WIOA partners at KHSD, DOR, and DHS. The VSM will permit staff to communicate more effectively and efficiently with clients by texting information to their mobile devices. This will allow staff to provide job seekers in the targeted populations with assistance through the use of innovative service delivery methods. Staff will be able to provide technical assistance, coaching, virtual training, reminders, referrals to on-line and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with job opportunities via text, email and voicemail to the customers’ smartphone regardless of their geographic location. The VSM will increase efficiency and program outcomes through engagement of the targeted population. The Accelerator 4.0 Grant period start date was February 1, 2017 with a grant end date of January 31, 2018.

iii. Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities

KIM has universal work stations located at the SE - AJCC and Delano AJCC comprehensive one-stop Centers as well as the Oildale AJCC Affiliate office. KIM has a universally-accessible workstation located in the 1st floor Resource Room and is available to any person with a disability including those with mobility, hearing and visual barriers. The workstation is placed in the first row of computers at the front of the room near the entrance where the Resource Room staff member is located. This allows for easy access to the workstation and staff is readily available for assistance. The universally-accessible computer has Windows-based software with assistive technology including:

- **Screen Magnifier:** Magnifies the computer screen up to a maximum of 1500%
- **Narrator:** Requires the use of headphones and has the ability to read a selection of words or paragraphs
- **Speech Recognition:** Uses an external microphone for speech-to-text. The built-in MS Windows software works in all applications including the MS Office Suite, Google Chrome and Internet Explorer
- **Flatbed Scanner:** Compatible peripheral device connected to the workstation with the capability to scan both text and image documents to various file types including PDF, JPEG, TIFF via push button on the scanner and/or an on-screen guide

KIM WDB is aware of the difficulties individuals with disabilities encounter when accessing One-Stop services and is committed to ensuring individuals with disabilities have physical and programmatic access to the One-Stop system and services. The DOR administers
California's Vocational Rehabilitation (VR) program and is represented on KIM WDB. KIM One-Stops promote universal access in order to achieve full compliance with state and federal laws and to increase employment of individuals with disabilities. KIM WDB's staff are provided annual training to improve and coordinate agency services to customers with disabilities. KIM One-Stop facilities are compliant with the Americans with Disabilities Act and offer TTY, Braille materials and other adaptive equipment as requested. One-Stops are located near major bus transportation routes which allow for easy access. Most One-Stop Resource Rooms contain Universal Access Workstations (UAW) which are available to any person with a disability including those with mobility, hearing and visual barriers. KIM complies with all State issued policy guidance with regard to access for individuals with disabilities. Kern County also contracts with an American Sign Language (ASL) interpreter service. Spanish bi-lingual staff can translate documents as needed, while other languages are available when requested.

iv. Provide a description of the roles and resource contributions of the AJCC partners.

The purposes of the WIOA MOU Phases I and II (MOUs) are to establish a cooperative working relationship between the AJCC Partners and define their respective roles and responsibilities in achieving the policy objectives of a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. The MOUs also serve to establish the framework for providing services to employers, employees, job seekers and others needing workforce services. The AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: Foster demand-driven skills attainment; Enable upward mobility for all Californians; and Align, coordinate, and integrate programs and services. These objectives are accomplished by ensuring access to AJCCs that provide the full range of services available in the community for all customers, including those with disabilities, seeking assistance with any of the following: Looking to find a job; Building basic educational or occupational skills; Earning a postsecondary certificate or degree; Obtaining guidance on how to make career choices; and Seeking to identify and hire skilled workers. The one-stop delivery system is bringing together workforce development, education, economic development programs and agencies, and other employment services in a seamless customer-focused, friendly delivery network that enhances access to program and services, and improves long-term employment outcomes. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by: helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment. The AJCC Partners will meet the newly imposed deadline of September 1, 2017 to have finalized Phase II of the MOU which will include the contributions being made by the collocated AJCC Partners for the infrastructure costs for the three comprehensive AJCC One-Stop Centers as well as the
contributions being made by colocated and non-colocated AJCC Partners to all other systems costs, including career services and shared services.

v. Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d) (11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Appendix of agreements:
1. KIM WDB with the AJCC Partners, WIOA Memorandum of Understanding, Phase I

vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.

KIM MOU includes Indian and Native Americans equal access to all services. KIM has been working with the Native American representative to assist this population with services. KIM will utilize this partnership for additional recruiting purposes and to market services for the Native Americans residing in the region.

vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. As the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partner in the AJCCs, the farmworker program allows for expanded services, leveraged funding, and increased opportunities. The farmworker program is well-integrated into the one-stop delivery system. Bilingual staff at the AJCCs assist limited English-speaking
customers and ensure equal access to services. As WIOA further evolves and the MOUs with the partner agencies are fully developed, a referral process to partner agencies for services will be in place to expand services for farmworker clients.

viii. Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

In coordination with the RPU, through the Regional Plan, sector pathways will be identified and processes will be implemented to provide information and access for customers. KIM will actively participate in the process and convene regional partners to align programs with identified regional sector pathways.

E. Required Information Pertaining to Specific Programs, Populations, and Partners

i. Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.

The County has integrated the staff to the Workforce Development Board (WDB) into the County’s Division of Economic and Workforce Development in May of 2015. This division of the County Administrative Office is responsible for coordinating all economic development activities including the administration of a pay for performance contract with Kern Economic Development Corporation (KEDC) and CSUB Small Business Development Center (SBDC). KEDC is a Board member of the California Central Valley Economic Development Corporation (CCVEDC), which facilitates economic development at the (eight-county) regional level. CSUB’s SBDC provides services to the KIM WDA and offers many of its consulting services electronically and through webinars.

The WDB Youth Committee has been working with the SBDC and the KCPL system to establish a business center and incubator to be located within library facilities. This program will be implemented incrementally starting with the Beale Library, the largest most heavily used facility in the KCPL system. In total, there are 24 public libraries in the system that provide access to even the most rural areas. KCPL system is currently working toward providing Wi-Fi and computer access at all 24 facilities, which will allow the SBDC to provide virtual services for entrepreneurs throughout the KCPL system. The Division of Economic and Workforce Development is also responsible for the negotiation of development agreements within the County. The division is currently negotiating a development mitigation that would pay for an entrepreneurial center as a collaborative effort between the local SBDC and the WDB.

In addition, the division is working on a coordinated effort between the WDB, SBDC, KEDC, Community Action Partnership of Kern (CAPK), Public Health, and Planning and Community Development on a culinary incubator that would provide training and micro enterprise loans for participants interested in starting a food service businesses. CAPK is the recipient of the Community Services Block Grant (CSBD) and Kern County’s Planning and Community
Development Department is the recipient of the Community Development Block Grant (CDBG). Microenterprise loans are available through Planning and Community Development’s CDBG funding.

ii. **Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.**

The full array of WIOA employment and training activities are available in the local area through the AJCCs and partners on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry recognized credentials, career ladders and work-based learning. Partner agencies are committed to systems alignment and service delivery coordination. Activities are assessed using various tools and benchmarks to measure performance. The WDB visits select programs, and staff monitor all programs for WIOA compliance. Local performance goals are negotiated with the state through the RPU. Efforts at integrating performance reporting with AJCC partners will be pursued over the course of the four year plan.

iii. **Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.**

The KIM WDB will take a coordinated approach with One Stop partners and relevant stakeholders to conduct Rapid Response activities in the local area for the purpose of effective delivery of services in matters of business closures, downsizing or for layoffs aversion. Under WIOA, the State has interpreted “layoff aversion as an integral component of Rapid Response policy” (EDD Directive WSD 16-04, July 22, 2016). Therefore, it anticipates that KIM WDB will incorporate the two.

The purpose of Rapid Response is to assist workers to “quickly re-enter the workforce” (Title 20 CFR 682.220, 4. Subpart C-Rapid Response Activities) or to “prevent layoffs all together” (EDD Directive WSD 16-04, p.3). The intent of Layoff Aversion is to “prevent or minimize the duration of unemployment” (Title 20 CFR 682.320). The Board will address these areas proactively by working closely in business to business relationships; and getting to know industry trends and concerns. The Board will also identify businesses deemed at-risk by gaining knowledge through one on one business engagement and shared knowledge with partners such as Kern Economic Development Corporation and Small Business Development Center. In addition, the board will use EDD’s Labor Market information, and EconoVue, a Dunn & Bradstreet commercial database that provides predictive indicators of potential for downturn in economic activity. The knowledge will be used to strategize with businesses in order to mitigate or eliminate the loss of jobs. Strategies will include industry-related and incumbent worker training, targeting of Career Pathways, coordination with Apprenticeship Standards, and Work Sharing.

The Board will still use WARN notices, media, and word of mouth for notification of layoffs.
Upon notification, the Rapid Response Team, comprised of EDD and Board staff, will conduct outreach to the businesses and offer to provide onsite or offsite Rapid Response workshops to affected individuals. In the spirit of the law, “Rapid Response will be available regardless of the number of affected workers” (CFR 682.300). The workshops will address Unemployment Insurance Benefits, Trade Readjustment Assistance, WIOA training and job services, and other resources and programs. A sampling of the partners that the Board will invite to participate are Dept. of Child Support Services, Keep Your Home California, and Dept. of Human Services. In cases where Layoff Aversion and Rapid Response will have a regional impact, the KIM WDB will coordinate with regional Boards to serve those impacted.

iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Comprehensive, year-round youth workforce development services are provided via the network of eight subcontracted youth service providers, who operate a total of seven In-School and eleven Out-of-School programs. Services are provided in Greater Bakersfield, Delano/North Kern, Tehachapi and Southeast Kern, and Taft/West Kern. Youth service providers provide most of the 14 Elements of Service directly, the rest via referral, and are required to provide ETR with partner agency information for any services not offered directly. All are required to offer work experience. During the procurement process, priority may be given to programs serving participants with additional barriers such as foster/emancipated foster youth and youth with disabilities. Successful models include KHSD’s Adolescent Career Transition program for emancipated foster youth and Tehachapi Unified School District’s In-School Youth program which has leveraged funding with their WorkAbility program to serve youth with learning and physical disabilities. ETR and KHSD have also partnered with the KCBHSD to provide work-readiness training, paid work experience and job placement services to Transitional Age Youth (TAY) in the foster system who also have a mental health diagnoses (this is funded with Mental Health Prevention and Early Intervention funds).

v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication of effort. KIM has coordinated with local colleges to offer credential stacking and “just-in-time” training to meet the current demands of emerging industries, and soft skills training that has been employer driven will be consistent across all AJC programs.
vi. Describe how the Local Board will coordinate WIOA Title I workforce
development activities with the provision of transportation and other
appropriate supportive services in the local area.

Supportive Services are provided to WIOA customers who present a financial need that
affects their ability to obtain or maintain employment. Services include transportation,
hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books
and background checks. ETR coordinates with One Stop partners and other community
based organizations to provide services not afforded by ETR. In the interest of improving
customer service, One Stop partners have developed a formal referral process that will direct
referrals to a referral coordinator at each agency. The coordinator will serve as a point of
contact for the customer and be responsible to report the outcome of services. This prevents
the customer from being lost in red tape, eliminates the duplication of services, and enhances
the braiding of resources.

Examples of coordination with partners include the following: Supportive services are used
for eligible customers to take the bilingual exam at Bakersfield College. Attainment of this
recognized certificate qualifies them for many job applications with private and public
organizations. Community Connection for Child Care provides subsidized child care services
to families meeting eligibility criteria. Families in need can either place their children in
licensed day care programs or may have a family member compensated while caring for
their children. This is a much needed service to individuals entering the workforce. ETR
leverages funds by making direct referrals for services without utilizing WIOA supportive
services dollars.

KIM also maintains a Community Services Directory to provide access to additional services
offered to local residents through community based organizations and other public sector
agencies.

vii. Provide any plans, assurances, and strategies for maximizing coordination,
improving service delivery, and avoiding duplication of Wagner-Peyser Act
(29 U.S.C. 49 et seq.) services and other services provided through the One
Stop delivery system.

Currently through a one stop coordinator, partners meet regularly to align, coordinate and
integrate services to ensure that the one stop delivery system is not duplicative. The AJCC
Partners are committed to administering independently funded programs as a set of
integrated streamlined services to job seekers and employers, by conducting partner
meetings, producing marketing materials, coordinating job fairs, providing soft skills
workshops, entering into a universal job posting systems, offering cross promotion of
services, cross training of staff, and developing a referral process to ensure customers’ needs
are met.

viii. Describe how the Local Board will (1) coordinate WIOA Title I activities with
adult education and literacy activities under WIOA Title II. This description
must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.

During the WIOA intake process, customers will be assessed for basic skills proficiency. KIM and AJCC Partners have developed a referral process to coordinate activities and services with adult education and literacy activities. Customers that are basic skills deficient will be referred to the appropriate adult school partner.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication of effort. Board staff attend meetings of the Kern AEBG Consortia. The AEBG education provider Consortia has submitted the 3-Year Consortia Plan/Application for 2015 and 2016-2017 Plan Update, and the 2016-2017 Plan Update was approved by the KIM WDB on December 15, 2016.

For new AEBG plans or annual Plan updates, Board staff will continue to attend consortia meetings and solicit Plans/Updates for KIM WDB review. The WDB will also continue to receive input from consortia members on the WDB, in order to align efforts between Title I and Title II programs. KIM will share both the local and regional plan with AEBG applicants annually.

**ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should specifically be detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities.**

Bilingual staff at the AJCCs assist limited English-speaking customers and ensure equal access to services. As WIOA further evolves and the MOUs with the partner agencies are fully developed, a referral process to partner agencies for services will be in place to expand services for limited English customers. Staff refer limited English customers to local ESL programs for services to enhance their language skills. In addition, Rosetta Stone software programs are available for use in the AJCC resource rooms. Customers are referred to GED programs to help them progress their basic skills knowledge. KIM will streamline the referral process with partners to help enroll these individuals into programs to prepare them for other programs that AJCC partners offer.

**F. Relevant Information Pertaining To Grants and Grant Administration**
i. Identify the entity responsible for the disbursal of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

The County of Kern is the fiscal recipient of local WIOA funds on behalf of the KIM WDB. A joint powers agreement between the three counties defines their roles. The County has integrated the staff to the WDB into the County's Division of Economic and Workforce Development.

ii. Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities

KIM WDB may utilize Request for Proposals (RFP), Request for Refunding (RFR), or sole source procurement processes to award sub-grants and contracts for WIOA Title I activities. Sole source procurement is allowable when one of the following conditions occurs: the item or service is available only from a single source; a public emergency precludes delay; the awarding agency authorizes the specific non-competitive procurement; or, after a solicitation of a number of sources, competition is determined inadequate. Use of non-competitive procurement for public emergency reasons should be for goods, suppliers, or services that will provide for the agency's immediate need to enable correction or resolve the emergency. For long-term or ongoing needs, one of the competitive procurement methods must be used. The issuance of RFPs are announced through public notice in the local newspaper, the AJCC’s website, ETR’s website and the County of Kern’s website. Separate RFPs may be sent for specific programs or services (for example, Youth Programs) in which case both the format of the RFP itself and the review forms used for that procurement may be specific to that program or service. In addition to publishing the notice in the newspaper, RFP packets are sent to agencies on the WDB’s Bidders/Mailing List. A bidder’s conference may be held. The KIM WDB conducts competitive procurement for WIOA programs and services at least once every three years.

The selection of the AJCC Operator will be through a competitive RFP, and the Operator will be in place by July 1, 2017. The RFP will clearly articulate the expected role(s) and responsibilities of the AJCC Operator. The majority of the adult and dislocated worker career services will be provided by the KIM WDB through the administrative entity. The KIM WDB and CEO submitted the “Request for Approval to be Adult and Dislocated Worker Career Services Provider” application along with the required supporting documentation to the State before the March 1, 2017 deadline. If, however, some career services are best to be provided by another agency, such services would be procured through one of the aforementioned procurement processes.

G. Relevant information pertaining to performance goals

i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local and to be used
Draft Directive WSDD-149 provided the guidance on negotiating KIM WDA Adult, Dislocated Worker, and Youth program performance goals for PY 2016-17 and PY 2017-18. Per the directive, the State Board will negotiate performance goals for all 46 LWDAs for PY 2016-17 and 2017-18 through their designated RPUs using the state level goals as a baseline for negotiations, as well as other analytical tools and resources that will help establish representative performance levels.

KIM, as part of the Central Valley RPU, came to agreement with the other LWDAs in the RPU on a method for negotiating collectively. Merced County Department of Workforce Investment took the lead during several conference calls. The other LWDAs included San Joaquin, Stanislaus, Madera, Fresno, Kings, and Tulare Counties. On August 30, 2016, Merced County provided the State with a spreadsheet of proposed negotiated levels for each of the LWDAs within the RPU for both Program Years. A conference call with the State was held on August 31, 2016. All LWDAs in the RPU were represented on that call, and each local area had the opportunity to discuss their goals with the State representatives.

KIM opted to negotiate several goals based on Kern County having a significantly higher unemployment rate (10.8%) compared to California (5.7%) and the United States (5.1%), and lower per capita income. Other Economic factors considered were the downturn in the price of oil and subsequent layoffs as a result, and the continued drought. KIM successfully negotiated three Adult, three Dislocated Worker, and two Youth goals for PY 2016-17. In addition, goals were set for PY 2017-18; however, areas were assured that they would have the opportunity to revisit these goals later in the year.

Below is a chart comparing California’s goals with the local area’s negotiated goals for PY 2016-2017. Goals that were negotiated are in bold.

<table>
<thead>
<tr>
<th>WIOA PROGRAMS</th>
<th>Program Year 2016-17 California Goals</th>
<th>Program Year 2016-17 Negotiated Local Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADULT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Rate 2nd Quarter After Exit</td>
<td>65.0%</td>
<td>62.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>62.5%</td>
<td>59.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>$4,957</td>
<td>$4,800</td>
</tr>
<tr>
<td>Credential Attainment Within 4 Quarters After Exit</td>
<td>52.9%</td>
<td>52.9%</td>
</tr>
<tr>
<td><strong>DISLOCATED WORKER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Rate 2nd Quarter After Exit</td>
<td>68.0%</td>
<td>64.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>66.5%</td>
<td>61.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>$7,308</td>
<td>$5,500</td>
</tr>
<tr>
<td>Credential Attainment Within 4 Quarters After Exit</td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
</tbody>
</table>
Below is a chart comparing California's goals with the local area's negotiated goals for PY 2017-2018. Goals that were negotiated are in bold.

<table>
<thead>
<tr>
<th>WIOA PROGRAMS</th>
<th>Program Year 2017-18 California Goals</th>
<th>Program Year 2017-18 Negotiated Local Goals</th>
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</thead>
<tbody>
<tr>
<td><strong>ADULT</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Rate 2nd Quarter After Exit</td>
<td>68.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>65.5%</td>
<td>61.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>$5,157</td>
<td>$4,944</td>
</tr>
<tr>
<td>Credential Attainment Within 4 Quarters After Exit</td>
<td>55.9%</td>
<td>55.9%</td>
</tr>
<tr>
<td><strong>DISLOCATED WORKER</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment Rate 2nd Quarter After Exit</td>
<td>71.0%</td>
<td>65.0%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>69.5%</td>
<td>63.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>$7,523</td>
<td>$5,665</td>
</tr>
<tr>
<td>Credential Attainment Within 4 Quarters After Exit</td>
<td>63.0%</td>
<td>63.0%</td>
</tr>
<tr>
<td><strong>YOUTH</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employment or Placement Rate 2nd Quarter After Exit</td>
<td>65.4%</td>
<td>52.0%</td>
</tr>
<tr>
<td>Employment or Placement Rate 4th Quarter After Exit</td>
<td>67.2%</td>
<td>52.0%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>Baseline</td>
<td>Baseline</td>
</tr>
<tr>
<td>Credential Attainment Within 4 Quarters After Exit</td>
<td>57.7%</td>
<td>56.0%</td>
</tr>
</tbody>
</table>

The negotiation process and the LWDA PY 2016-17 goals were discussed with the KIM WDB at its meeting on October 6, 2016. Goals are also being shared with staff, AJCC partners and providers of WIOA services so all are aware of how the LWDA’s performance will be measured.

**H.** Relevant information pertaining to federal High Performance Board (HPB) efforts

i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:
- **WSD15-14** - WIOA Adult Program Priority of Service
- **WSD15-12** - WIOA Memorandums of Understanding Phase I
- **WSDD-151** - WIOA Phase II Memorandums of Understanding
Priority of Service WSD15-14:
ETR will establish priority of service status during the intake/eligibility appointment. Staff will document the participant’s status as low income, basic skills deficient or a recipient of public assistance. KIM’s policy describes in detail the type of documentation to be collected and documented in the participant file. Priority will be used for adult participants receiving individualized career services and training services. Veterans will receive priority of services first as long as eligibility is met in the adult priority group. KIM’s policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list.

Memorandum of Understanding (MOU) Phase I WSD15-12:
The MOU Phase I addressed service coordination and collaboration amongst the eighteen WIOA partners (AJCC Partners). The purpose of the MOU Phase I is to establish a cooperative working relationship between the KIM WDB and the required AJCC Partners as well as defining their respective roles and responsibilities in achieving a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. This MOU also serves to establish the framework for providing a unified one-stop delivery system to employers, employees, job seekers, and others needing workforce services. The MOU Phase I serves as a functional tool as well as a visionary plan for how KIM WDB and the AJCC Partners work together to serve the needs of their shared customers. The AJCC one-stop delivery system is driven by local needs and will evolve over time as employers and individuals customers’ needs change. The AJCC Partners are developing a web-based system for referrals on which both on-site and offsite referrals will be tracked to and from any of the AJCC Partners recognized by the MOU. The AJCC Partners will manage referrals through cross-training of appropriate staff. The AJCC Partners will also provide access to each required AJCC Partner’s program through cross-referrals, such as: physically co-locating at the AJCC center, being available for appointments to job seekers, and having appropriate technologies at the AJCC. The term of the MOU Phase I is for three years from the date signed until June 30, 2019.

Memorandum of Understanding (MOU) Phase II WSDD-151:
The MOU Phase II will address how the WIOA Partners functionally and fiscally will sustain the AJCC One-Stop delivery system in KIM Counties described in Phase I through the use of resource sharing and joint operating and infrastructure costs. Each of the AJCC Partners that carries out a program or activities within a comprehensive AJCC must use a portion of the funds available for their program and activities to help maintain the One-Stop delivery system, including proportional payment of the infrastructure costs of the three locally operated AJCCs. Staff have received training from the California WDB which has assisted the KIM WDB and AJCC Partners with the initial development of cost sharing agreements for both infrastructure budgets and other shared cost budgets. The MOU Phase II is in the developmental stages with the AJCC Partners meeting on a regular basis to develop separate budgets for each of the three comprehensive AJCC. In addition, the AJCC Partners are negotiating on the cost sharing methodology based upon their proportionate use and relative benefit while complying with federal cost principles. The AJCC Partners anticipate having the infrastructure costs and other shared costs resolved significantly prior to the submittal deadline of September 1, 2017 to the Regional Advisor for the completion of Phase II of the MOU.
**Human Centered Design**

In the second quarter of the 2015-2016 program year, ETR staff attended the California Workforce Association (CWA) Spring Conference in San Diego, a challenge was issued to interested agencies to design new and innovative programs to serve specific populations in their respective communities to solve some of these concerns.

The goal of the project was to place the customer at the center of the solution to a specific problem and involve them in program design and implementation, also known as Human-Centered (or Customer-Centered) Design.

ETR decided to address the problem of disengaged youth population in Bakersfield (Kern County), where 21.2% of out-of-school youth ages 16-24 are neither employed nor in educational training—ranked second worst in the United States.

The Kern Youth Partnership Team was formed with multiple Utilizing youth-focused needs assessments, and determined several barriers to success that youth in Kern County are facing including: low parental educational attainment, high unemployment, transportation challenges, and a general lack of knowledge of where to access public assistance resources.

Kern Youth Partnership involved input from youth at the Kern High School and developed a comprehensive program to educate local youth about educational programs available within in-demand industry sectors. Youth were also given job readiness assistance including resume development, interviewing skills, the importance of soft skills and how to appropriately dress for the professional workplace.

Kern Youth Partnership has committed to begin working with in-school youth and those struggling with compulsory educational attainment at Tierra Del Sol, a continuation school. The school serves over 150 junior and senior-level students and will begin offering soft skills classes, covering topics including: Personal Inventory, Communication, Workplace Image, Resume Development and Interviewing. Upon further expansion of the partnership, staff will begin offering opportunities for youth on campus to engage with local employers to learn about job opportunities and hear what it’s like to work in these organizations.

Finally, ETR is spearheading efforts with other Kern County agencies to open a Youth Re-Engagement Center in the 3rd Quarter of the fiscal year at the Beale Library. Beale Library is centrally located downtown Bakersfield where the Human-Centered Design concept will drive innovation utilizing technology while providing the same educational modules covered on the Tierra Del Sol campus.

ETR sees Human-Centered Design as a primary driver of design for youth, dislocated worker, adult and farmworker programs where involving potential participants will help create better outcomes for educational attainment and successful placement in employment.

I. Relevant information on training activities
   - The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how
the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

ETR uses the Eligible Training Provider List that have programs approved and listed in CalJOBS. There is an Analyst assigned to interface with Training Providers to insure that all requirements are met and maintained.

A Program Specialist works with a client regarding their qualifications, needs, and goals. If a client qualifies to attend training, they will work with a Case Manager (CM) that is assigned to a specific school.

ETR has Program Year training contracts with all of its training providers. Each of their qualified (listed in CalJOBS) programs will have a Vendor Information sheet created outlining a program including employment outlook, related occupations, and a description of the training. The vendor sheets are accessible to all staff to share with clients.

J. Public transparency, accessibility and inclusivity information

- The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

A legal notice will be published in the Bakersfield Californian and Spanish-language El Popular (for Kern), the Inyo Register, and either the Review-Herald or the Mammoth Times (for Mono) newspapers. Notices will be posted at 24 Kern County libraries (in Braille, English and Spanish) and announced on Job Corner and Telemundo. In addition to WDB members and AJCC partner agencies, invitations to a public forum will include the mailing list used for the 2016 Third Annual Workforce Summit.

The notice informs the public of the dates for public comment, where to get copies, and how to submit comments. Also, a summary of the plan is posted at http://www.etronline.com. A
date and location of the public forum as well as the final due date for comments is also included. If scheduling allows, public comments are accepted during a KIM WDB or standing committee meeting. If this is not possible, then a special public forum meeting is scheduled.

The creation of this plan included: KHSD; DJUHSD; Farmworker Institute for Education & Leadership Development (FIELD); Bakersfield Adult School and Career Resources Department; CSUB; KCSOS; Taft College; KCCD; Cerro Coso Community College; SER – Jobs for Progress; Community Action Partnership of Kern; Housing Authority of the County of Kern; DHS; Bakersfield College; Kern Economic Development Corp.; Small Business Development Center; EDD; DOR; Job Corps; California Indian Manpower Consortium Inc.; and the general public.

K. Relevant information pertaining to common intake and case management efforts

- Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

The KIM WDB’s current process for WIOA intake and case management consists of the following procedure: Once the customer completes the AJCC/WIOA orientation and are provided with eligibility documentation to prepare for the intake appointment. During the intake appointment staff determine WIOA and NFJP eligibility for all grants in order to maximize the ability to co-enroll. Once eligibility and readiness is completed, the customer is scheduled to attend Career Path Workshop which includes assessment testing using Work Keys, ONET Interest Inventory and completing a labor market survey. The customer is then scheduled to see a career planner to discuss results before receiving a referral to training, work experience, job search or other activities. Once the customer starts the activity a case manager is assigned for support. If the customer attended training or work experience, a transfer to a job developer case manager to assist with job placement activities begins. The MOU’s with the WIOA core program partners avoids duplication of services. The TANF/CalWORKs partners provide supportive services while WDB staff provide training/job search services. The DOR partner also provides supportive services such as assisted devices, interpretation services in the provision of WIOA training and job placement services for shared clients. However, data systems to track co-enrolled individuals are not shared, except for EDD partners, who use CalJOBS to track Wagner Peyser and WIOA services (attached WIOA customer flow chart).

L. Other miscellaneous information requirements:

i. AJC educators: Specify how Title II program applicants (i.e. Adult Education Block Grant or AEBG) will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.
Two of the Kern AEBG Consortium members serve on the KIM WDB and board staff do attend meetings of the Kern AEBG Consortia. In addition to inviting the AEBG Consortia to attend any Public Comment forums for the KIM WDA Four-Year Local Plan, a request will be made allowing the addition of the WDB Plan to their agendas for meetings, prior to submitting their annual Plan Update or new application.

ii. **Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).**

ETR will establish priority of service status during the intake/eligibility appointment, documenting a participant as either low income, basic skills deficient or a recipient of public assistance. The policy describes in detail the type of documentation to collect and put in the participant file. Priority will be used for adult participants receiving Individualized career services, and training services. Veterans will receive priority of services first if determined eligible in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that has a waiting list.

iii. **RPU: Identify the portions of the local plan that are being handled in the narrative content of the regional plan.**

The narrative content of the regional plan for the San Joaquin Valley and Associated Counties (SJVC) Regional Planning Unit (RPU) Regional Workforce Development Plan 2017-2020, consisting of Fresno, Inyo, Kern, Kings, Madera, Merced, Mono, San Joaquin, Stanislaus, and Tulare counties includes, but are not limited to:

- Analytical background concerning the regional economy, labor market needs, and the workforce and education system operating in the region

- A regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations; and employment needs of employers in existing and emerging in-demand industry sectors and occupations; a Local Area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.

- An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.

- An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

- An analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.
Kern, Inyo and Mono Workforce Development Board

Local Plan Attachments

Document Name

1. Workforce Innovation and Opportunity Act, Kern, Inyo and Mono Workforce Development Board, Memorandum of Understanding, Phase I – See Attachment A

2. Local Board Assurances – See Attachment B

3. List of Comprehensive AJCC One-Stops and AJCC Partners in the Local Area – See Attachment C

4. Local Area Grant Recipient Listing – See Attachment D

5. Copy of Local Board By-laws – See Attachment E

6. Program Administration Designee and Plan Signatures – See Attachment F

7. Summary of Public Comment(s) received that disagree with Local Plan – See Attachment G