

ORANGE COUNTY DEVELOPMENT BOARD AND SANTA ANA WORKFORCE DEVELOPMENT BOARD UNIFIED LOCAL PLAN

2017-2020

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LOCAL PLANNING PROCESS OVERVIEW – OC UNIFIED LOCAL PLAN

LOCAL PLANS: The local plans are informed by the overarching regional plan. The OC Regional Plan informs and guides how services are delivered at a local level, as described here in the Orange County Unified Local Plan (OC Unified Local Plan), in a way that feeds into the architecture created by the regional plan. WIOA section 106 notes that local plans are considered as part of the regional plan and are therefore to be included and submitted with the designated Regional Planning Unit (RPU) to the state for approval. It should be noted that some local plan content requirements may be addressed in the comprehensive OC Regional Plan whenever there is a shared regional responsibility and as such, narrative in response may simply indicate and reference the way local services and operations are integrated into broader RPU regional efforts in these areas, as developed in consultation with required planning partners.

The State Board is availing itself of the flexibility to reduce duplication of effort and reduce the workload of local boards wherever federal and state regional plan requirements substantially overlap WIOA local plan requirements. Accordingly the State Board has determined that the local boards and partners should develop a common background analysis of the regional labor market, economic conditions, and analysis of the regional workforce to be placed in the overarching regional plan. This information for the Orange County Regional Planning Unit can be found in the regional plan sections 2A and 2B.

In partnership, two local boards in the Orange County Region (OC Region): Orange County Development Board (OCDB), and Santa Ana Workforce Development Board (SAWDB) have collaborated to develop one OC Unified Local Plan for the OC Region.

REQUIRED PLAN ELEMENTS:

The OC Unified Local Plan has met and exceeded the requirements set forth in the Workforce Innovation and Opportunity Act (WIOA) federal legislation, the State of California's Unified Strategic Workforce Development Plan- "Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity" (2016-2020), and the California Employment Development Department Workforce Services Directive on Regional and Local Planning Guidance (WSD16-07).

WIOA Section 108 requires the local boards and chief elected officials in each planning Regional Planning Unit (RPU) to engage in local planning that supports the strategy described in the State Plan and RPU OC Regional Plan. Some local plan content requirements may be addressed in the comprehensive OC Regional Plan whenever there is a shared regional responsibility and as such, narrative in the OC Unified Local Plan response may simply indicate and reference the way local services and operations are integrated into broader RPU regional efforts in these areas, as developed in consultation with required planning partners. A summary of portions of the local plan that are being addressed and/or referenced in the narrative content of the regional plan are identified in section 3Liii accordingly.

Sections and portions of the local plan that are being addressed in the narrative content of the regional plan are identified in italics in the orange call out boxes preceding applicable content.

The OC Unified Local Plan has met and exceeded WIOA requirements as addressed in the narrative sections of the plan, as identified in bold italics in the blue call out boxes preceding applicable content.

It should be noted that, based on State content requirements, there may be minimal repetition in the plan narrative in response to address said requirements. This fact does not in any way diminish the value of the information communicated in the plan.

EXECUTIVE SUMMARY – ORANGE COUNTY UNIFIED LOCAL PLAN

Orange County is the sixth largest county in the United States with a population of 3.1 million residents. Orange County has been identified by the state as a single economic sub-region and singular Regional Planning Unit (RPU). Within the Orange County RPU, there are three local boards: The Orange County Development Board (OCDB) administers a local workforce system for 2.4 million of the region’s residents, serving 32 of the county’s 34 cities and all of the unincorporated communities of the county. Additionally, OCDB has been selected by the County of Orange, Board of Supervisors as the designated coordinator of economic and workforce development for the County as a whole and as such, serves all 34 cities and unincorporated areas in this capacity. The Anaheim Workforce Development Board (AWDB) serves the City of Anaheim. The Santa Ana Workforce Development Board serves the City of Santa Ana. The Orange County Region (OC Region) and residents are all connected through interwoven labor markets, workforce activities, and services. To this end, in the true spirit of collaboration and system alignment, two local boards have come together to submit one local plan that will implement the OC RPU’s regional plan.

The Orange County Unified Local Plan (OC Unified Local Plan) is driven by strategic initiatives in the regional plan with consideration of alignment with the strategic plans of key partners. The primary purpose of this local plan and partnerships therein, is to facilitate access to workforce services at the local level. While the regional plan focuses on constructing a regional training, education, and workforce architecture that aligns the regional labor markets, individuals and businesses will access and experience this regional workforce architecture primarily through local service delivery efforts.

VISION: The local strategic vision is to fuel collaborative partnerships, system alignment, policy development, funding oversight, and an integrated and innovative service delivery system that drives workforce and economic development to support and strengthen growth for the local and regional economy and economic self-sufficiency for individuals.

GOALS: Based on analytical background information presented in the OC Regional Plan, the OC Unified Local Plan’s vision and corresponding goals are designed around articulating service delivery at the local level that aligns with the regional labor market needs and system architecture blueprint laid out in the regional plan.

Partner Commitment, Cross-system Communication, and Service Delivery Innovations			
OC Unified Local Plan Goals	High Value Sectors Impact High Value Sector stability and growth	Education and Training Prepare an educated and skilled workforce	Workforce Development Increase system efficiencies and innovations; support sustainable infrastructure
	<ul style="list-style-type: none"> Identify/establish High-Value sector association in OC Identify priorities for each High Value sector Target special resources to support advanced manufacturing sector Assign specific entity to impact High Value sector priorities 	<ul style="list-style-type: none"> Increase number of Red Zone focused projects Identify the process used to determine the industry-valued and recognized postsecondary credentials. Red Zone Project: targeted alignment of all partner resources Increase the number of English Learners connected to the Adult Education System Services for youth and individuals with barriers to employment 	<ul style="list-style-type: none"> Enhance access to workforce development services offered by all partners Establish cross referral network among all partners Usage of cross referral network among all partners Align business engagement Increase quality/quantity of Grant Partnerships Meet and exceed performance accountability measures based on WIOA performance indicators

These local goals are in alignment with both the California State Plan and OC Regional Plan. These collaborative strategies for the OC Unified Local Plan serve as an action plan to develop, align and integrate the region and local area’s job-driven workforce development systems and provides the platform to achieve the local area’s visions and strategic and operational goals with outcomes that will include, but not be limited to, the local workforce system’s ability to:

- ✓ Improve service delivery
- ✓ Improve training and employment outcomes
- ✓ Better meet employer needs
- ✓ Coordinate regional service strategies for in-demand industry sectors or occupations
- ✓ Deliver customer focused services to individuals and businesses
- ✓ Meet and exceed local performance
- ✓ Unify collection and analysis of regional labor market data
- ✓ Coordinate costs and resources, such as: administrative, transportation, and support services
- ✓ Align economic and workforce development activities and resources
- ✓ Coordinate regional sector initiatives and develop regional sector pathways



ORANGE COUNTY UNIFIED LOCAL PLAN

Some local plan content requirements may be addressed in the comprehensive OC Regional Plan whenever there is a shared regional responsibility and as such, narrative in the OC Unified Local Plan response may simply indicate and reference the way local services and operations are integrated into broader RPU regional efforts in these areas, as developed in consultation with required planning partners.

3A. LOCAL AREA VISION, GOALS, AND STRATEGY

3Ai. Orange County Unified Local Plan Vision and Goals

Please refer to OC Regional Plan Section 2B for relevant background regional analysis used to develop vision and goals.

VISION: Orange County's strategic local vision is to fuel collaborative partnerships, system alignment, policy development, funding oversight, and an integrated and innovative service delivery system that drives workforce and economic development to support and strengthen growth for the local and regional economy and economic self-sufficiency for individuals.

GOALS: Based on analytical background information presented in the OC Regional Plan, the OC Unified Local Plan's vision and corresponding goals are designed around articulating service delivery at the local level that aligns with the regional labor market needs and system architecture blueprint laid out in the regional plan. The OC Unified Local Plan goals are presented here, in alignment with both the California State Plan and OC Regional Plan.

State Plan Overarching Stretch Goal & Policy Objectives	Produce a million middle-skill industry-valued and recognized post-secondary credentials between 2017 and 2027		
	Foster demand driven skills attainment	Enabling upward mobility for all Californians, including populations with barriers to employment	Aligning, coordinating, and integrating programs and services
OC Regional Plan Goals	Regional alignment, coordination, and integration of workforce and education programs to economize limited resources to achieve scale and meaningful impact for the region		
	COLLABORATION	INNOVATION	SYSTEM CHANGE
	Targeted Meaningful Business/Industry Engagement: <ul style="list-style-type: none"> Foster demand driven skills attainment through collaboration and active engagement of businesses in workforce and education planning, including identifying key industry skills needs, determining skills gaps, and education/ training needs to be incorporated in regional sector pathways and development of industry relevant and demand driven programs and pathways 	Improve access and quality of Service Delivery: <ul style="list-style-type: none"> Enable upward mobility for all Californians through innovation organized around regional sector pathways- increase, expand, and improve programs that increase opportunities for all workers and job seekers for employment in fields with high wages and/or career advancement opportunities, including for those with barriers to employment 	Strategic regional alignment: <ul style="list-style-type: none"> Bring about system change through alignment, coordination, and integration of programs, services, and partners- system alignment, service integration, and support towards a sustainable regional infrastructure that are in sync and committed to the overall goal of helping people get good jobs, sustain/ keep good jobs and positively affecting regional economy through sustainable regional sector pathways.
OC Unified Local Plan Goals	Partner Commitment, Cross-system Communication, and Service Delivery Innovations		
	High Value Sectors: Impact High Value Sector stability and growth <ul style="list-style-type: none"> Identify/establish High-Value sector association in OC Identify priorities for each High Value sector Target special resources to support advanced manufacturing sector Assign specific entity to impact High Value sector priorities 	Education and Training: Prepare an educated and skilled workforce <ul style="list-style-type: none"> Increase number of Red Zone focused projects Identify the process used to determine the industry-valued and recognized postsecondary credentials. Red Zone Project: targeted alignment of all partner resources Increase the number of English Learners connected to the Adult Education System Services for youth and individuals with barriers to employment 	Workforce Development: Increase system efficiencies and innovations; Support sustainable infrastructure <ul style="list-style-type: none"> Enhance access to workforce development services offered by all partners Establish cross referral network among all partners Usage of cross referral network among all partners Align business engagement Increase quality/quantity of Grant Partnerships Meet and exceed performance accountability measures based on WIOA performance indicators

3Aii. Collaborative Strategy

Please refer to OC Regional Plan for relevant background information and analyses referenced throughout the regional plan used to develop these local strategies, particularly section 2Aii of the regional plan that discusses the coordination of partners.

DECLARATION: The primary purpose of the local workforce plans and partnerships is to facilitate access to workforce services at the local level. While the regional plan focuses on constructing a regional training, education, and workforce architecture that aligns the regional labor markets, individuals and businesses will access and experience this regional workforce architecture primarily through local service delivery efforts.

STRATEGY: Taking into account background data and analyses information presented in the OC Regional Plan, the strategies to work with 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 OC Unified Local Plan are outlined below:

	GOAL	STRATEGY
COLLABORATION	High Value Sectors- Impact High Value Sector stability and growth	<ul style="list-style-type: none"> • SlingShot Initiative- regional project focused on manufacturing and apprenticeships • Identify key competitive and emerging industries • Align, coordinate, leverage, and braid resources to support the development of industry-specific partnerships in targeted high-value sectors • Develop and enhance pre-apprenticeship and apprenticeship programs • High Value identified Education and Training curriculum development /improvement initiatives • Establish a Red Zone Task Force with specific focus on English Learners access to High Value career pathways • Partnership with High Value companies focused on special populations • Coordination and integration of core program and mandated services, when appropriate • Engage partners in evaluation and development of more efficient business engagement practices • Use recommendation from business partners to develop and/or adapt services to meet the full spectrum of business and industry workforce needs
INNOVATION	Education and Training- Prepare an educated and skilled workforce	<ul style="list-style-type: none"> • Map/Catalog of Red Zone Focused Projects • Survey/Assessment of Red Zone Focused Project Priorities • Career/Skills Development Stand Down for Red Zone Neighborhoods • Identify and articulate current and anticipated skill needs of employers • Integrate programs and braid funding streams along career pathways • Leverage and braid resources to provide supportive services • Develop a Career Fair (CTE Based – Day long student focused triage) • Growing OC Workforce: Parent Conference with CTE & Financial Management Focus • Upskilling regional sector pathways on-ramps • Promote AJCC's as an access point for regional sector pathway programs • Assess the access points to improve customer focused service delivery • Promote career pathways with multiple entry and exit points • Create an accessible menu of customizable services available to customers on the basis of their needs, including individuals with: disabilities, limited English proficiency, barriers to employment • Expand the use of work-based learning models to create additional skills development and employment opportunities that align work-based learning strategies with career pathway strategies
SYSTEM CHANGE	Workforce Development- Maximize efficiencies and innovations in the workforce system	<ul style="list-style-type: none"> • Increase strategic co-locations among all partners • Minimize or eliminate policy and administrative barriers to the alignment of multiple public programs and funding streams • Identify and access additional federal, state, private, and philanthropic resources to invest in specific programs and support sector initiatives • Standardize Satisfaction Survey- business • Consolidate tracking of the number of partner grants received yearly • Promote cross-system data tracking • Increase partnerships- ratio of braided funds • Increase awareness, access, and usage to federal and state resources • Program alignment through integrated services, braided resources • Evaluate and develop cross system referral and data performance accountability based on WIOA performance indicators

These collaborative strategies for the OC Unified Local Plan serve as an action plan to develop, align and integrate the region and local area's job-driven workforce development systems and provides the platform to achieve the local area's visions and strategic and operational goals with outcomes that will include, but not be limited to:

- ✓ Improve service delivery
- ✓ Improve training and employment outcomes
- ✓ Better meet employer needs
- ✓ Coordinate regional service strategies for in-demand industry sectors or occupations
- ✓ Deliver customer focused services to individuals and businesses
- ✓ Meet and exceed local performance
- ✓ Unify collection and analysis of regional labor market data
- ✓ Coordinate costs and resources, such as: administrative, transportation, and support services
- ✓ Align economic and workforce development activities and resources
- ✓ Coordinate regional sector initiatives and develop regional sector pathways

3B. LOCAL PROGRAM ALIGNMENT TO IMPLEMENT STATE PLAN POLICY STRATEGIES

3Bi. OC Local Workforce Development System

Please refer to OC Regional Plan Section 2B for relevant analytical background concerning the regional economy, labor market needs, and the workforce development and education system operating in the local areas.

The OC Regional Plan provides a description of the workforce development system for the local areas. This description includes an analysis of strengths and weaknesses of workforce development activities as well as the capacity to address the education and skill needs of the local workforce, including individuals with barriers to employment and the employment needs of local employers. References throughout Section 2B in the regional plan describes the workforce system, in particular please refer to section 2Aii, 2Biii, and 2Ci of the regional plan. The regional description accurately captures the complexity and comprehensive nature of the local workforce system, programs in the system, and how the system supports service alignment.

One weakness not addressed in the regional plan specific to the local workforce system is the lack of delineation of local board purview and administrative and fiscal accountability in provision of services to the county residents and businesses that overlap the three local board areas. Data insufficiently captures the number of residents and businesses from other local area boards receiving services from each local area. In the interest of regional alignment of services to all within the region, the lack of service area delineation is minor; however when it comes to funding of programs and services, infrastructure, and capacity building, the coordination of local areas often falls on the larger OCDB local board. The collaboration of two of the local boards to craft this one unified local plan proposes several steps to evaluate solutions to address this systemic weakness. Strategies will promote collaboration and alignment to build sustainable local and regional system infrastructure that is in sync and committed to helping the individuals and businesses in the entire county. Suggested activities include, but are not limited to:

- Evaluation of local area resources for the three local boards: including funding, staff, programs/services, infrastructure
- Improved data tracking and referral process for customers based on their need and not local area service capacity
- Creating cross-system data capacity: using diagnostic labor market data to assess workforce investments
- Use of performance data diagnostic combined with labor market data to assess the value of workforce investments
- Discussion around the fiscal and service delivery benefits of consolidation of the local areas including:
 - Pooling of funding and administrative resources; and Collaborative policy development and alignment
- Integration of service delivery: braiding resources and coordinating services at the local level to meet customer needs
- Building upon partnerships and policies that promote system growth and change
- Streamlined business engagement and business services: reduce duplicative and incongruent processes

3Bii. Supporting Seven State Plan Policies

Please refer to OC Regional Plan Section 2Aii for additional information about system partners.

DECLARATION: The OC Unified Local Plan will support the seven policies identified in the State Plan and work with other workforce development programs and partners to support service alignment and leverage of resources to implement the seven policy strategies as discussed through the OC Leadership Council, referenced in the OC Regional Plan.

STRATEGY: In the same manner in which the OC Region aligned local plan goals with both State and Regional goals in Local Plan Section 3Ai; support, implementation, and partner collaboration, with respect to the alignment with the State Plan seven policy objectives are framed accordingly:

State Plan Overarching Stretch Goal & Policy Objectives	Produce a million middle-skill industry-valued and recognized post-secondary credentials between 2017 and 2027		
	Foster demand driven skills attainment	Enabling upward mobility for all Californians, including populations with barriers to employment	Aligning, coordinating, and integrating programs and services
7 State Plan Policies	Policy 1: Sector Strategies Policy 2: Career Pathways	Policy 4: Earn and Learn Policy 5: Supportive Services	Policy 3: Regional Partnerships Policy 6: Cross-System Data Capacity Policy 7: Integrated Service Delivery
OC Regional Plan Goals	Regional alignment, coordination, and integration of workforce and education programs to economize limited resources to achieve scale and meaningful impact for the region		
	COLLABORATION Targeted Meaningful Business/Industry Engagement	INNOVATION Improve access and quality of Service Delivery	SYSTEM CHANGE Strategic regional alignment
OC Unified Local Plan Goals	Partner Commitment, Cross-system Communication, and Service Delivery Innovations		
	High Value Sectors Impact High Value Sector stability and growth to develop industry responsive sector strategies and regional career pathways	Education and Training Prepare an educated and skilled workforce with support to help them complete programs and transition to earn and learn opportunities	Workforce Development Increased efficiencies and innovations created through regional partnerships, integrated service delivery, shared cross-system data, support sustainable infrastructure
Title I Workforce Development Activities	Identify/establish High Value sector association in OC; identify priorities for each High Value sector; target special resources to support advanced manufacturing sector; assign specific entity to impact High Value sector priorities	Increase number of Red Zone focused Projects; identify the process used to determine industry-valued and recognized postsecondary credentials; targeted alignment of all partner resources; increase the number of English Learners connected to the Adult Education System; services for youth and individuals with barriers to employment	Enhance access to workforce development services offered by all partners; establish cross referral network among all partners; usage of cross referral network among all partners; align business engagement Increase quality/quantity of grant partnerships; meet and exceed performance accountability measures based on WIOA performance indicators
Title II Partners (Specifically AEBG Consortia)	Evaluate current needs for adult education programs, responsive to need for building basic skills along career pathway	Evaluate current levels and types of Title II/adult education programs within the OC Region, including education for adults in correctional facilities; credit, noncredit, and enhanced credit adult education coursework	Integrate existing programs and create seamless transitions into postsecondary education or the workforce; address regional gaps in programs and services; leverage existing regional structures/resources
Title III Wagner Peyser	Provide labor market data and analyses that ensures that programs/services continue to be responsive to regional labor market needs; support economic prosperity in the region and statewide	Improve quality and ease of access of services; improve coordination with all partners and stakeholders; improve efficiency and expand the development of integrated services with all stakeholders	Support sustainable operations; align system operations, administration, resources, and business processes with strategic priorities; negotiate clear commitments with stakeholders and focus on priorities
Title IV Department of Rehabilitation (DOR)	Improve vocational rehabilitation service delivery by providing employers with information and resources to hire qualified individuals with disabilities; seeking opportunities to promote employer and business engagement to encourage hiring of people with disabilities	Promote equal access of services; increase the quality and quantity of vocational rehabilitation and supported employment outcomes for DOR consumers, including unserved and underserved individuals with disabilities; advance accessibility and equality to improve opportunities for individuals with disabilities to achieve their employment/independence goals	Continuously improve the service delivery system and administrative operations to better serve consumers
Community Colleges	Pathways development to include vertical sector over horizontal community college alignment; meet the labor market needs by working closely with industry, business councils, chambers, deputy sector navigators, and technical assistance directors to	Enable community college districts to develop career technical education and workforce outcomes, and applicable associate degrees and certificates as appropriate to align with regional labor market needs; provide, in partnership with employers, work-based learning	Local data accountability; development of better protocol and data to make decisions and measure outcomes; encourage local efficiency through coordinated and collaborative regional workforce efforts

	support not only the emerging and priority sectors to solve labor and program shortages; improve sector-based engagement with employers	opportunities to increase employability and earning potential	
K-12 Partners	Prioritize programs that prepare students for STEM (Science, Technology, Engineering, and Mathematics) careers and partnerships with businesses, community organizations, and higher education	Prioritize efforts to expand learning opportunities for students needing additional support to assure that special populations (special/alternative education, English learners, limited economic resources, foster youth) have access to and are able to experience robust learning opportunities	Local control and accountability plans; process to improve efficiencies for educational decision making; alignment with regional resources and goals; prioritize cross system communication and collaboration
TANF/ Social Services	Connecting clients to programs and opportunities that will foster self-sufficiency through CalWORKs participation such as regional sector career pathways	Provide assistance and supportive services that promote employment opportunities and family self-sufficiency such as supportive services that include health care, child care, food, shelter, clothing; provide paid work experience, work study and various welfare-to-work activities and services	Increase collaboration with workforce and education programs, partners, and stakeholders; provide access to the TANF program services through the one-stop centers
Career Technical Education Career Pathways	Increase business/industry partner's active engagement; increase the attainment of industry-recognized certificates through community college and high school CTE programs in in-demand sectors	Increase the readiness of students and their access to postsecondary education and career in high-need, high-growth, or emerging regional economic sectors	Develop a regional infrastructure for system alignment and long-term sustainability; promote productive partnerships between high school CTE
Community Based Organizations	Expand education and training options to help the community served to access good jobs and advance in their careers	Support focus on serving the most vulnerable workers that include low-income adults and youth who have limited skills, lack work experience, and face additional barriers to economic security; increased efforts to serve those with barriers to employment and provide support services leverage and braiding of resources	Engage in the planning process; Develop partnerships between workforce and human service programs and community based organizations; Participate in planning and align planning and accountability across programs to support a more unified approach to serving low-income, low-skilled individuals

3C. SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES

3Ci. Expanding Access

DECLARATION: The OC local boards are committed to working with entities carrying out core programs to provide and expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with multiple or unique barriers to employment, including target populations mentioned in WIOA section 24(a)-(m). The local boards have worked with partners and stakeholders to identify strategies for meeting the workforce development needs of special populations. The local boards are committed to the development of strategies that address the needs of the region's talent development and service delivery system.

STRATEGY: In addition to operating specialized programs for displaced workers, for whom WIOA provides a specialized funding stream, the local board's programs include service delivery infrastructure to support strategies responsive to each target group, including but not limited to:

- ***Low Income Adults/Public Assistance Recipients:*** Working in partnership with the Orange County Social Services Agency, the local boards provide a range of specialized services to CalWORKs participants via Temporary Assistance for Needy Families (TANF) funding. Through this project, these individuals may participate in work experience, on-the-job training or classroom-based vocational skills training to increase their readiness for first time or entry-level employment. The local boards' operation of these programs enables participants to easily connect to the One-Stop system for additional services and or access to further skills development training.
- ***Persons with Disabilities:*** The State Department of Rehabilitation (DOR) is co-located in comprehensive One-Stop centers. The local boards ensure that customers with disabilities are connected with services of the State Department

of Rehabilitation and a variety of appropriate education and support services available through the One-Stop partners and other agencies within the greater Orange County network of providers.

- *Mature Workers:* In addition to serving many mature workers through the WIOA Adult and Dislocated Worker programs, the local boards provide training and employment opportunities to individuals 55 years and older through the Senior Community Service Employment Program (SCSEP). Services in the program enable participants to gain valuable work experience and/or skills upgrades while working at non-profits or governmental agencies across the County. For many seniors who have obsolete skills or have been out of the workforce for extended periods of time, these services are instrumental to reconnecting them with the job market and adding updated skills to their resumes.
- *Veterans:* Aligned with the State's priority of service delivery, the local boards prioritize veterans and their eligible spouse's access to programs and services. The local boards target veterans with significant needs for training, employment assistance and support services, including those with disabilities and those with significant barriers to achieving and maintaining stable employment. Support programs in the areas of education, employment, housing, and health/mental health are available to recently separated service members, veterans, and their families. Access to services includes the One-Stop Centers veteran serving partner organizations, and County Veteran's Service Office; while the non-traditional approach include direct based engagement at various locations, i.e., Camp Pendleton, Los Alamitos Joint Forces Training Base, United Service Organizations Inc., foreign legion posts, and through social media.
- *English Language Learners:* In addition to services that will be leveraged through Title II adult education and literacy programs, as described in Section Eix of this local plan, the local boards support programs that build English language fluency and literacy. The workforce system partners with several institutions that provide free English as a Second Language (ESL) classes to individuals. For example, free ESL classes are provided by: Santa Ana Adult Education, Tustin Adult Education, Orange Education Center, St. Paul's Episcopal Church, City of Tustin, and Centennial Education Center. Individuals are referred to these locations to assist them in becoming proficient in English.
- *Individuals with Basic Skills Challenges:* In addition to services that will be leveraged through Title II adult education and literacy programs, as described in Section Eviii, the local boards support programs that build basic skills as an integral part of the career pathway. OC Public Libraries offers the READ/OC program at no cost to individuals, with the core goal of providing tutoring in basic reading and writing to adult learners throughout the region. Lessons are individualized, confidential, and highly goal-oriented. Individuals who need assistance through READ/OC can receive services from a tutor who will travel to a One-Stop or Young Adult Provider location.
- *Others Populations with Barriers to Employment:* The advantage of operating within a system that is connected to a large network of providers is that it is possible to access a broad array of services to meet the needs and circumstances of individuals with widely varying circumstances and barriers such as language, health, housing and other factors that limit preparedness for and access to employment. Local One-Stops will refer individuals to agencies and programs that offer assistance to meet various needs, including, but not limited to: Food; 24-hour crisis/suicide counseling; child care; transportation; shelter; housing/utilities; mental health services; substance abuse; medical, dental and vision care.

These local service and operations strategies have been developed in consultation with required planning partners, which are also in alignment with broader Regional Planning Unit (RPU) efforts. In summary, these strategies will across the board:

- ✓ Assess the access points in the workforce system to improve customer focused service delivery
- ✓ Promote career pathways with multiple entry and exit points
- ✓ Create an accessible menu of customizable services available to customers on the basis of their needs, including but not limited to individuals: with disabilities, limited English proficient, with barriers to employment
- ✓ Expand the use of work-based learning models to create additional skills development and employment opportunities that align work-based learning strategies with career pathway strategies

3Cii. Career Pathways

Please refer to OC Regional Plan Section 2Civ for regional recommendations to further develop Career Pathways programs.

DECLARATION: The local boards understand that an effective Career Pathways program will align with regional needs, be driven by industry partnerships, and be delivered through tailored local services. In addition to supporting the Career Pathways development recommendations described in the Regional Plan, the Unified Local Plan will facilitate this development by creating and promoting multiple entry and exit points and progressive skills development. Career Pathways programs will deepen the collaboration and coordination among current One-Stop partner agencies, education entities, and support organizations. Career Pathway-oriented workforce development has the goal of increasing individuals' educational and skills attainment and improving

their employment outcomes while meeting the needs of local employers and growing sectors and industries. Career Pathway programs offer facilitated navigation of training and education programs: a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies.

The OC Unified Local Plan Career Pathway program elements include:

- ***Sector Strategy:*** Education/training programs align with the skill needs of industries important to the regional or state economies in which they are located, and reflect the fact that employers in the targeted industry sectors are actively engaged in determining the skill requirements for employment or career progression in high-demand occupations.
- ***Stackable Educational/Training Options:*** Career pathway programs include the full range of secondary, adult education, and postsecondary education options, including registered apprenticeships; they use a non-duplicative progression of courses clearly articulated from one level of instruction to the next; they provide opportunities to earn postsecondary credits; and they lead to industry-recognized and/or postsecondary credentials.
- ***Contextualized Learning:*** Education/training programs focus on curriculum and instructional strategies that make work a central context for learning and help students attain work readiness skills.
- ***Accelerated/Integrated Education & Training:*** As appropriate for the individual, programs combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the educational and career advancement of the participant.
- ***Industry-recognized Credentials:*** Effective Career Pathway programs lead to the attainment of industry-recognized degrees or credentials that have value in the labor market.
- ***Multiple Entry & Exit Points:*** Programs allow workers of varying skill levels to enter or advance within a specific sector or occupational field.
- ***Intensive Wrap-Around Services:*** Career pathway systems incorporate academic and career counseling and wrap-around support services (particularly at points of transition), and support the development of individual career plans.
- ***Designed for Working Learners:*** Career pathway programs are designed to meet the needs of adults and non-traditional students who often need to combine work and study. They provide childcare services and accommodate work schedules with flexible and non-semester-based scheduling, alternative class times and locations, and innovative uses of technology.

STRATEGY: “The Promise of Career Pathways System Change” report describes six key elements, which were identified through U.S. DOL career pathways technical assistance initiative, as essential to the development and implementation of state and local career pathways systems. As the OC Regional Plan discusses regional vision and strategy, the OC Unified Local Plan will focus efforts on the development of local services and operations using these six key elements as a framework for leading the development of pathways programs in the county. These activities support the strategy the local boards will use to 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.

Strategic Activity	Orange County Career Pathway Program Development Plan
<i>Build Cross-Agency Partnerships:</i> Key cross-agency partners at the local and state levels are engaged, agree to a shared vision, and gain support from political leaders. Roles and responsibilities are clearly defined and formalized.	This step has been initiated through the establishment of the Orange County Workforce and Economic Development Network;
<i>Identify Industry Sector and Engage Employers:</i> Sectors and industries are selected and employers are engaged in the development of career pathways.	Four Sector Partnership groups will be formed; IT, manufacturing, hospitality & tourism, and healthcare. The IT and manufacturing groups have been active through grants and partnerships; Actively engage businesses in workforce planning, including identifying key industry skills needs, determining skills gaps, and training to be incorporated in career pathways
<i>Design Education and Training Programs:</i> Career pathway programs provide a clear sequence of education courses and credentials that meet the skill needs of high-demand industries.	Through an intensive process of surveying current programs and assessing coursework available to address industry needs, career pathways approaches will begin to take shape; and education partners will lead the process to develop necessary curricula; Expand the use of work-based learning models to create additional

	skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies; Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the local AJCC/One-Stop and WIOA Young Adult Program delivery systems; Work with education partners to identify specific actions that the local boards can take to more fully support young adults participating in a rigorous education (including STEM/STEAM) that prepares them for post-high school education, training and careers.
Identify Funding Needs and Strategies: Necessary resources are raised and/or leveraged to develop and operate the career pathway system, and education and training programs.	Again, a survey of available resources will be conducted and existing resources will be leveraged in support of career pathway training. Where gaps exist, the Partnership will identify strategies for resource development.
Align Policies and Programs: State and local policy and administrative reforms are pursued to promote career pathway system development and to support implementation.	The OC Unified Local Plan will follow the state's direction where the opportunities to align policies across systems (workforce development, community colleges, etc.) exist.
Measure System Change and Performance: Assessments of system-wide change and measurements of performance outcomes are conducted to ensure continuous improvement.	As programs are implemented, results will be tracked and analyzed in order to identify success, weakness and opportunities for improvement.

3Ciii. Post-secondary Credentials

Please refer to OC Regional Plan Section 2D (specifically: 2Di, 2Dii, 2Diii, 2Div) for background and process information related to industry-valued post-secondary credential attainment.

DECLARATION: The goal of the State Plan is to produce a million “middle-skill” industry-valued and recognized post-secondary credentials between 2017 and 2027. The OC Regional Plan’s goals include strategies to support the state goal to increase middle-skill industry-valued and recognized post-secondary credentials and the desired movement of individuals into either the labor market or longer term education programs aligned with the state’s workforce needs. The local boards are committed to supporting this state plan goal and will work with entities carrying out core programs to improve access to activities leading to a recognized post-secondary credential, including credential that is an industry-recognized certificate or certification, portable, and stackable.

STRATEGY: As the broader OC Regional Plan’s post-secondary attainment strategies were developed in consultation with required planning partners, the OC Unified Local Plan will herein simply indicate the way local services and operations are integrated into the broader Orange County Regional Planning Unit efforts. OC RPU local boards recognize that improvements in effectively transitioning basic education students to postsecondary education, training and employment could increase the overall job prospects for some participants. The local boards will collaborate with education and training partners to examine and implement evidence based models that will propel attainment of industry recognized certificate that are portable and stackable. These may include:

- **Increase Access to Training for In-Demand Industries and Occupations:** The OC Unified Local Plan will actively support the OC Regional Plan strategies to vet and identify value and recognized credentials by providing on-going labor market analytics to ensure credentials offered are meaningful with actual value in the current labor market. Local efforts will include engagement and coordination between industry/business, education, and workforce. Collaboration with key partners will focus on incorporating post-secondary credential attainment seamlessly into Career Pathway programs.
- **Enrolling Job Seekers in Training:** Local efforts will support activities to increase enrollment of job seekers into training programs organized around regional sector and career pathways. Efforts will focus on expansion of types and lengths of certificate programs to include post-secondary certificates that are portable, stackable, and transferrable. OC local boards will leverage regional projects to expand and increase “earn and learn” opportunities to complement certificate programs such as: pre-apprenticeship, apprenticeship, on-the-job training models.
- **Cross System Referrals and Support Services for Job Seekers in Efforts to Complete Training:** Because those least prepared for work often also lack financial resources to sustain participation in training over week or months, the local

boards have implemented support services protocols that provide direct support and referrals for housing, transportation, clothes/uniforms, tools and other necessities. In addition, One-Stop staff work individually with participants to determine if a stop-gap job during training is necessary and appropriate. Each year, a sizable number of job seekers served by the local boards are assessed as basic skills deficient. In order to ensure that these individuals have the skills necessary to qualify for and succeed in jobs, participants will be referred to partners for services for basic skills education including language skills and math remediation. Such services are available locally through WIOA-funded and other programs including community college programs, adult schools, ROPS, non-profit agencies and community learning centers. While the length of time that participants spend in basic education varies from student to student based on individual skill deficits, most participants quickly acquire new skills to support their employment efforts and progress along the Career Pathway continuum successfully.

- Promote the Availability of Training Programs Suitable to Various Entry Points along a Career Pathway: The local Eligible Training Provider List (ETPL) reflects demand occupations and, as such, includes hundreds of programs suitable to job seekers entering careers at all levels. It is anticipated that the effectiveness of the foregoing strategies will increase substantially as Orange County's Sector Partnerships move closer to implementing a full range programs as part of industry-focused career pathways. Training and education will be incorporated into career pathways programs' multiple entry and exit points along the progressive skills development model.
- Co-Enrollment: A hallmark of program integration is the leveraging of resources and coordination across programs to offer access to a comprehensive menu of services. Co-enrollment is a tenant of integrated service delivery and a powerful tool for streamlining processes to braid and leverage limited system resources. Co-enrollment removes the barriers created by categorical participant eligibility requirements and opens up a comprehensive menu of services and improves customer experience as well as employment outcomes. The OC Unified Local Plan will develop, implement, and support co-enrollment and integrated service delivery models, as applicable.

3Civ. Employer Engagement

DECLARATION: Employer engagement needs a revamp. Facilitating employers groups, task forces, and focus groups continue to be a priority for the local boards. Now it is time for "Engagement 2.0" to be created and implemented. Engagement needs to be re-defined as: activity tied to results, such as an active partnership that results in services for business that achieve an identified and desired outcome. OC local boards will work with employers to reduce layoffs, grow a relevant pipeline of workers, shorten periods of training, and increase access to skill upgrades. The local systems need to partner with communities, Community Colleges, CBO's business intermediaries, trainers, who are already working or consulting with employers and work to minimize duplication, identify real services rather than theories and fill gaps to complete services that already exist.

STRATEGY: The local workforce system shall increase online presence and online tools for employers: AJCC websites must be informative, useful and contain a reason for people to return to the site as a means for staying connected to the One Stop System. It is important that websites are dynamic, frequently updated and linked to social media for maximum viewing and to reinforce usefulness of the One-Stop System. Some ways to increase online presence with employers are:

- | | | |
|--|--|--|
| • Mimic successful websites, and re-issue all outreach collateral using the same look and feel | • Link to WARN site with complete instructions on notices of lay-off and the Rapid Response services provided for free through the One Stop System | • Dynamic online, free training courses for managers, HR professionals and employees |
| • Dedicated page to hiring veterans | • Specialized employer portal for resume searches | • Dynamic calendar of events |
| • Link to apprenticeship programs | • Downloadable workplace posters | • Downloadable employee and employee tips |

In addition to online access and engagement, the local workforce system shall offer in-person regularly scheduled business focused workshops, seminars, roundtables, mini-conferences, plenaries and special events/mixers (with the calendar online): These are great ways to provide a true public service and introduction to more structured business services offered by the local workforce system. Some events could include: labor market data workshops- understanding trends and the data, training talent to fit the needs of the employer, retraining and retaining skilled employees, and workforce awards (such as: honoring small businesses, regional employers, industry champions, veteran employment). To create and implement innovative employer engagement practices, the local workforce system must brand and position the AJCC One-Stop System as the place to go for

employers to access a wide variety of hiring and human resource assistance. In addition to offering business services directly to employers, the local workforce system could also offer professional development to existing human resource professionals.

Services to Engage and Connect Employers

- Job postings and applicant screening through an online job matching system
- Certified Skills Training that leads to candidate matching
- Customized hiring events
- On-site/special recruiting services
- Employee Retention Program- incumbent worker training to avert lay-offs
- Free Employment Training online courses for employers

Human Resources Professional Development Training

- Identifying talent vs. skill set
- Considering non-traditional applicants
- Understanding transferrable occupational skills
- Knowing what front line managers really need
- What resources are available for downsizing/force reductions
- Using social media to attract applicants

3Cv. Responsiveness to Business Needs

DECLARATION: The local workforce system needs to be a comprehensive continuum of services that is responsive to varying needs of small, medium, and large businesses. Similar to employer engagement strategies mentioned in the previous section 3Civ, business services will be refined as: activity tied to results, such as responsive solutions for skill upgrade training, personnel recruitment, on-the-job training, incumbent worker training, transitional work experience, internships and apprenticeship programs. Using the information gleaned from sector focus groups, industry feedback, and local labor market information the local workforce system business services providers will work with individual or small groups of 'like' businesses/industries to create business service plans similar to an individual employment plan created for job seekers. This personalized business service plan will identify service strategies that produce results that are responsive to businesses' needs.

STRATEGY: The local workforce system will work to build capacity and train new business service representatives and or partner with intermediaries who understand the paradigm and culture of business from a business perspective and in real time. The system will be aligned to be more proactive rather than reactive. Infrastructure shall be developed to streamline points of contacts, streamline processes, and develop consistent policies and procedures that result in a product/service that is useful and relevant to businesses whether they be small, medium, or large. The local workforce system shall adopt a Business2Business (B2B) "sales approach" when working with employers: hiring or training business services staff to respond quickly with effective and relevant solutions, and foremost to provide excellent customer service. Taking a consultative B2B sales approach as follows can help create business service plans that are responsive to businesses. Similar to the process of developing an individual employment plan for jobseekers, business services will involve the following activities to create a business service plan that is comprehensive and tailored to specific businesses' needs:

- An individualized business service plan
- Identifies the businesses' workforce and economic development goals
- Involves a coordination of services
- Referral/linkage to information, programs, services
- Serve as a business consultant
- Initial assessment of business, including labor market data
- Jointly developed by the business/employer and the workforce system business services representative
- Determine combination of services needed to reach goals
- Provision of workforce and labor market information
- Regular follow-up

3Cvi. Coordination of Workforce Programs and Economic Development

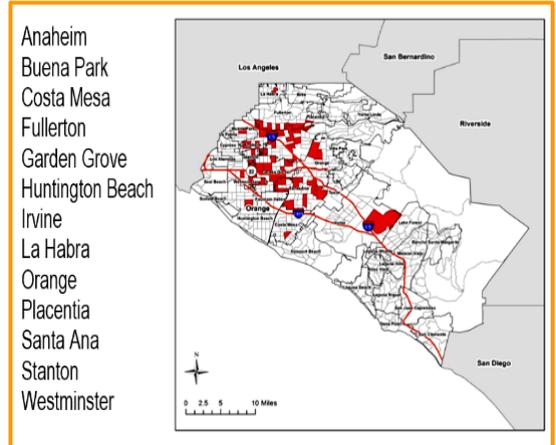
As previously described in the OC Regional Plan section 2Ei, the Orange County Workforce and Economic Development Network ("the Network") serves as a mechanism to promote effective communication and on-going collaboration across systems that enhance workforce and economic development and support sector initiatives within the Orange County Region. The Network is comprised of educators, workforce and economic development professionals, industry associations, nonprofit community organizations, labor representatives, and other public sector professionals focused on coordination between workforce and involved stakeholders. The Network was included in the regional planning efforts.

DECLARATION: In addition to the Network's coordination of workforce programs and economic development, the Orange County Development Board, as designated by the County of Orange Board of Supervisors, serves as the official Orange County Economic Development Strategy (CEDS) Committee for the entire county. CEDS functions (in compliance with federal regulations) for the entire county, and is integral in the coordination of workforce programs and economic development.

As such, the local boards fundamentally understand the connection and impact of workforce and economic development. The CEDS Committee provides a mechanism for coordinating the efforts of individuals, organizations, local governments, and private industry concerned with economic development. It is important to note that the CEDS and OC Regional Plan are foundational to the OC Unified Local Plan strategies to positively impact the ongoing economic vitality of the county and targeted industry sectors.

The OC Unified Local Plan has designed strategies to align workforce programs and economic development to meet the needs of regional employers. The local boards will continue to collect, review, and assess economic, employment, industry cluster, labor market, and related data to determine how best to coordinate workforce programs and economic development to create an agile and flexible process that is responsive to current regional and local needs to adapt or enhance efforts.

STRATEGY: CEDS' five year strategic plan presents the current condition of the Orange County economy and its impact on those who live and work in Orange County; identifies economically vulnerable areas in which to invest in economic improvement activities; proposes action on issues involving advancing Red-Zone residents lives, world-class education and workforce opportunities, state-of-the-art infrastructure, competitive and growing clusters, and improved economic competitiveness. Census tracts that demonstrate severe economic distress due to low income and high unemployment are defined as Red-Zones. The data for Red-Zone determination was based on the 2007-2011 5-Year American Communities Survey (ACS) released by the U.S Census Bureau. CEDS was commissioned by the County of Orange and the OC Unified Local Plan will support Orange County's economic strengths and propose solutions and investments to address its opportunities and weaknesses.



3Cvii. One-Stop System and Unemployment Insurance (UI) Programs

DECLARATION: Collaboration, coordination and service integration with local partners has long been part of the OC local boards' approach to the management and operation of the WIOA programs in the local workforce system. The local boards will work with their partners to support and strengthen linkages between the One-Stop delivery system and unemployment insurance programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

STRATEGY: A Memorandum of Understanding in place between the local boards and the EDD clearly defines roles and expectations and is an effective tool toward ensuring the goal of seamless service delivery is met. The MOU's (discussed in Local Plan section 3Dv), establish an Operating Agreement and Cost Sharing Agreement between the current OC One-Stop operators and EDD, which further promotes Unified Local Plan goals. The goals of the OC Unified Local Plan are to manage and support a workforce development system that is seamless to its customers, both job seekers and employers.

- The intent of the OC Unified Local Plan is for EDD to provide basic labor exchange and unemployment insurance services in the local AJCC One-Stop Career Centers. EDD has representation at all One-Stop locations. WIOA and EDD staff share resources and exchange information about clients and rely on the expertise that each organization brings to the One-Stop system. One-Stop system and EDD have staff assigned to the resources rooms within each career center assist clients and ensure that cross-referrals occur, as appropriate.
- UI claimants are entered into the One-Stop registration system. EDD is co-located in the comprehensive One-Stop Centers where UI claimants have immediate access to One-Stop universal services. Orientations are provided on site, individually or in small groups. One-Stop clients also have access to EDD-managed job listings through CalJOBS.
- EDD also provides a host of other services at the One-Stops, including, but not limited to: re-employment services, workshops, California Training Benefits, veterans services, as well as securing NAFTA/TAA benefits for those clients meeting eligibility criteria, as described above.
- Local EDD, One-Stop and the local boards' management staff meet on a regular basis to discuss operational and administrative issues and to ensure that non-duplicative, high quality services are provided to our One-Stop customers.

3D. AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC)

3Di. Continuous Improvement of the AJCC/OC One-Stop System

DECLARATION: The OC local boards work to 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. Customer feedback is a key indicator for system improvement, including improvement to the One-Stop system and training programs. Given the analysis of industry needs to be undertaken through the Sector Partnerships, it is expected that additional training needs along various career pathways will be identified. Based on this process, the local boards will work with stakeholders to identify programs and identify how to improve existing programs. Much like the structure established for the Workforce Innovation Fund IT Cluster Competitiveness Project, some programs will need to be modified to meet current industry needs before they are added to the ETPL. In other cases, it will be necessary to develop new courses.

STRATEGY: A number of strategic activities are involved in the continuous improvement of the AJCC that include on-going review, evaluation technical assistance, and training.

- Partner staff training is conducted quarterly to ensure seamless service and cross-training among the staff and partners located in the One-Stop Centers. A schedule and an agenda is developed to assist staff and partners to help understand each other's programs. One-Stop and partner staff may attend each other's meetings as applicable.
- Quarterly Partner Meetings are held to educate the community on the One-Stop Center as well as share resources, special events, and new activities in the Center and the community. At each meeting, a partner is highlighted to provide information and resources available to the system as a whole.
- Quarterly Stakeholders meeting are conducted by the AJCC Director. These meetings are attended by all of the co-located partners throughout the system to discuss best practices, leveraging resources, service delivery and efficiency and resource room operations to ensure priority of service and the best possible customer service is provided at all levels. There is also ongoing discussion focused on integration of programs and staff.
- Business Service Staff work closely with local employers to meet their hiring goals and industry requirements. Services can be customized to meet employer's individual needs. Candidates can be pre-screened, on-site recruitments, job fairs, business expos, labor market information, on-the-job and incumbent worker training, and career transition services are just some of the ways that the AJCCs meet the needs of local employers.
- Professional development for staff is emphasized and supported. The Project Director and Center Managers are responsible to ensure that staff receive training on all WIOA laws and regulations, state directives and local policies as well as best practices centered around AJCC operations and service delivery. The training may be provided by One-Stop Staff, the local boards, outside trainers, and through the attendance of conferences and web-based seminars.
- AJCC's have an internal monitor who is responsible for MIS compliance and review of participant files. Internal Monitors audit 10% of active files and 5% of exited files on a monthly basis. Any deficiencies are brought to the attention of the staff, Center Manager, and Workforce Supervisor so that a corrective action plan can be developed and implemented.
- On-site reviews are an essential component of evaluation for opportunities for improvement. This review gives an opportunity to validate information provided by the operator and evaluates: customer flow, administrative systems, service and resource integration, information technology systems, business services quantitative and qualitative measures, financial systems, and physical facility.

3Dii. Facilitating Access to Services

Please refer to OC Regional Plan Section 2Evi for applicable strategies on accessibility for individuals with disabilities.

DECLARATION: The local boards facilitate access to services provided through the AJCC delivery system through use of technology and other means through the board and AJCC websites and AJCC/One-Stop facilities located throughout the County.

STRATEGY: The local boards and AJCCs have worked to develop online forms for job seekers, program applicants/participants, and employers to access from external locations. Individuals and employers are also encouraged to use CalJOBS in order to job search, find candidates, and post jobs. Individuals have access to free online training through ALISON, an e-learning training provider with courses from the world's top publishers. One-Stops are strategically located to provide physical access to job seekers and employers. The local boards have AJCCs in Anaheim and Garden Grove (northern region), Santa Ana (central region), Irvine (southern region), Buena Park (far northern region) and Los Alamitos (veteran-specific), thereby covering the

different geographic areas of the entire county. The OCDB is also currently exploring options to locate an affiliate site in the far southern region. All AJCCs are located close to public transportation to facilitate access. The One-Stop Operators employ IT staff to ensure IT Infrastructure and access to technology is working and up to date. The AJCC website is updated on a weekly basis. Updates include Job Fairs, new workshop calendars, community events, recruitment activities including co-enrolled recruitments with EDD and Veteran Services. On-line registration is also available.

3Diii. Compliance with WIOA Section 188- Nondiscrimination

DECLARATION: The local AJCC/One-Stop Centers and Young Adult system complies with WIOA section 188 and meet the standards set by the Americans with Disabilities Act, as applicable regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including ongoing staff training and support for addressing the needs of individuals with disabilities.

STRATEGY: All facilities are accessible and technology is available to assist those individuals who have a physical, visual, or hearing impairment. The local boards and AJCCs ensure all locations meet ADA requirements through the Biennial Local Area Self-Assessment checklist. The local boards also ensure all eligible training providers meet the standards necessary to allow participants to access training. The local boards expect to offer training to staff and providers regarding addressing the needs of individuals with disabilities as part of its WIOA implementation strategies.

The OC local AJCC/One-Stop and Young Adult facilities are equipped to serve individuals with disabilities. Specifically:

- The signs for parking spaces are mounted at appropriate heights and contained requisite language.
- The accessible restrooms contain extended grab bars, pipe covers, placards for identification, and full-length mirrors.
- All doorways are clear of obstruction and meet the width requirements.
- All signs are at the appropriate height and have raised characters.
- All workstations are accessible and accommodate wheelchairs if necessary.
- The comprehensive AJCC/One-Stop centers each contain accessible workstations with software appropriate to assist customers with disabilities.

As locations move or are upgraded, the local boards and AJCCs will maintain set ups consistent with the principles of universal design. All AJCC facilities are designed to provide reasonable access to program activities to individuals with disabilities. Physical access standards are in compliance with ADA, and the Bi-Annual Assessments. All comprehensive centers have approved Accessibility Checklists from the State Department of General Services. Any individual needing accommodations are advised to communicate their needs to the front desk staff, career consultants, partners, or other program staff. Auxiliary aids are available for hearing impaired, visual impaired (magnifier), wheelchair accessible desks, TTY, and interpreter services for customers who are deaf/hard of hearing which will be arranged upon customer request. Front desk staff and Career Consultants are trained in using the auxiliary aids and Career Consultants can assist individuals with disabilities with using the aids.

Customers with disabilities are registered and given an introduction to the center to highlight program services and equipment available. Customers are informed of the Department of Rehabilitation and Goodwill Industries partners and work with their counselor on-site to assist those with disabilities and seek additional assistance. The AJCC/One-Stop Operators also employ or have access to a Disability Program Navigator who is also available to assist clients as well as provide training and workshops for staff in a variety of topics. Customers with disabilities are treated as any other customer, and also provided with necessary accommodations.

3Div. AJCC Partners Roles and Resource Contributions

DECLARATION: A description of AJCC partners and a Resource Sharing Agreement (RSA) is in place for each Comprehensive AJCCs. The MOU and RSA provide a description of the roles and resource contributions of all the AJCC partners.

STRATEGY: All co-located partners contribute to the cost of the center. The methodology used is based upon the square footage occupied by each partner. For partners unable to make cash payments, the fair share of their cost is determined by the percentage of dedicated square footage in which the partner staff provides services at the AJCC. Common space is allocated by the number of full time equivalents by each entity.

AJCC Programs & Partners	Roles and Resource Contributions
<p><u>Title I Programs and Services:</u> ProPath, Inc. is the current Operator for the OCDB One-Stop system.</p> <p>The SAWDB operates the Santa Ana WORK center.</p> <p>Title I – Young Adult Services. Access to 14 program elements applicable to Young Adult services for In-School and Out-of-School Youth (providers listed in section 3Eiv)</p>	<ul style="list-style-type: none"> Title I- Adult and (2) Title I - Dislocated Worker Programs includes outreach, intake, orientation, assessment, intensive and training services, support services and twelve months of follow up. Title V- Senior Community Services Employment Program (SCSEP) offers low income older workers paid community service and training opportunities. The goal of the program is to help seniors become employable and to obtain unsubsidized employment. Veterans Employment-Related Assistance Program (VEAP) targets veterans' unique needs and occupational goals, with an emphasis on those who recently returned to civilian life. The program serves all of Orange County as well as veterans who are referred from Los Angeles County, and from the Camp Pendleton area in Northern San Diego County. Veterans' access training, support services, and job referrals unique to their skillsets and career goals. PGWIN (Pacific Gateway Workforce Investment Network) is also a provider of VEAP services. Supervised Population Workforce Training Grant serves participants referred by Orange County Probation and provides training and work experience leading to industry sector employment. Business Services/Rapid Response services assist employers with finding skilled workers and provide access to other supports including education and training for their current workforce, job fairs, recruitment activities and layoff aversion.
<p><u>Title II - Adult Education and Family Literacy</u> is provided by a variety of organizations including:</p> <p>(1) Rancho Santiago Community College District; (2) Saddleback College; (3) School of Continuing Education – North Orange County Community College District; (4) Coast Community College District; (5) Garden Grove Unified School District; (6) Huntington Beach Union High School District and (7) Boat People SOS.</p>	<ul style="list-style-type: none"> Adult education and literacy programs, activities, and services Information on how to access services: outreach, intake, assessment and orientation Determination of eligibility for Adult Education programs, activities, and services, including financial aid information/assistance English language acquisition programs Literacy programs, activities, and services English literacy and civics education services Family literacy activities Workplace adult education and literacy activities Workforce preparation activities Integrated education and training programs Corrections education and the education of other institutionalized individuals Employment services and coordination with other agencies on job development Specialized support services such as child care assistance, mental health, drug and alcohol treatment, emergency assistance, such as but not limited to transportation, food, shelter, etc., (funding and eligibility permitting) Pre-vocational skills training Coordination with One-Stop System Fostering demand-driven skills attainment Other activities/ services appropriate to the agency and their funding sources
<p><u>Title III Employment Development Department (EDD)</u> is co-located in comprehensive AJCCs.</p>	<p>EDD provides staff and oversight for the following programs:</p> <ul style="list-style-type: none"> Title III – Wagner-Peyser Trade Adjustment Assistance Program (TAA) Unemployment Insurance (UI) (4) Veterans' Programs – Jobs for Veterans State Grant
<p><u>Title IV Vocational Rehabilitation Department of Rehabilitation (DOR)</u> is co-located in comprehensive AJCCs.</p>	<ul style="list-style-type: none"> Outreach, intake, and orientation Vocational rehabilitation programs, activities, and services Determination of eligibility for customers entering through vocational rehabilitation programs, activities, and services Coordination of services with other partners

	<ul style="list-style-type: none"> • Initial assessment of skill levels, aptitudes, abilities, and support service needs • Assistance with competitive integrated employment, supported employment, and customized employment • Labor exchange services including vocational rehabilitation services, career counseling, job search and placement assistance including in-demand industry sectors and occupations • Provision of information on non-traditional employment services • Pre-employment transition services • Specialized support services such as child care assistance, medical or child health assistance, and other support services such as but not limited to transportation, food, shelter, etc. (funding and eligibility permitting) • Marketing materials and information on how to access services • Other activities/services appropriate to the agency and their funding sources
<p><u>Unemployment Insurance (UI)</u></p>	<ul style="list-style-type: none"> • Determination of eligibility for customers • Filing a new UI claim • Reopening an existing claim • UI Self-Service Phone Line • Talk to EDD Rep by phone M-F 8am to noon • E-Services for Business • Online publications and forms • Coordination of services with other partners • Marketing materials and information on how to access services
<p><u>Job Corps</u> Long Beach Job Corps Center (LBJCC) provides Job Corps within Orange County. LBJCC provides education and vocational training programs to assist low-income young adults, ages 16 to 24, launch their careers.</p>	<ul style="list-style-type: none"> • Education and vocational training program to assist low-income young adults, ages 16 through 24, launch their careers • Alternative secondary school services • Assistance with earning a high school diploma equivalency • Guidance and counseling • Medical and dental care • Tutoring and study skills • Occupational skills training • School-to-work internship/work experience development (paid and unpaid) • Mentoring, leadership development • Job placement assistance • Career development and follow-up services • Residential/non-residential living component
<p><u>HUD</u> Orange County Housing Authority(OCHA)</p>	<p><u>OCHA</u> administers programs funded through the Department of Housing and Urban Development (HUD) including the administration of vouchers for low income households, mortgage assistance program, family self-sufficiency, shelter-plus-care, Veterans Affairs Supportive Housing (VASH), and emergency shelter programs.</p> <ul style="list-style-type: none"> • Information about the OC Housing Authority's programs and services • Referral assistance for affordable housing throughout Orange County • Homeownership projects for lower income households • Administration of Housing Choice Project Based Vouchers for extremely low-income households who are homeless. • Mortgage Assistance Program (MAP) provides down payment assistance loans to assist low-income first-time homebuyers • Special Housing Programs (SHP) such as Family Self-Sufficiency (FSS), Shelter Plus Care, Veterans Affairs Supportive Housing (VASH) and Non-Elderly Disabled (eligibility requirements will vary by program) • Orange County Armory Emergency Shelter

<u>Second Chance</u>	<ul style="list-style-type: none"> • Outreach, intake and orientation • Case Management • Job placement assistance • Employment services and coordination with other agencies on job development • Specialized supportive services such as mental health, drug and alcohol treatment, emergency assistance, including but not limited to transportation, food, shelter, professional clothing, etc. • Other activities and services appropriate to the agency and their funding sources
<u>Native American Programs</u>	<ul style="list-style-type: none"> • Outreach, intake, and orientation • Native American programs, activities, and services • Eligibility determination for customers entering through Native American programs, activities, and services • Coordination of services with other one stop system partners • Initial assessment of skill levels, aptitudes, abilities, and support service needs • Labor exchange services including: career counseling, job search and placement assistance in in-demand industry sectors and occupations • Specialized support services available through Native American programs such as child care assistance, medical or child health assistance, and other support services such as but not limited to transportation, food, shelter, etc. (funding and eligibility permitting) • Information on how to access services • Other activities and services appropriate to the agency and their funding sources • American Indian/Native American Programs are waived from cost sharing for AJCC co-location operating costs
<u>Community Based Organizations</u> Goodwill Industries of Orange County and Working Wardrobes	<p>CBOs are co-located partners that operate the Linking to Employment Activities Pre-Release (LEAP) programs. These programs established a jail-based service center within the County's correctional facilities (one for men and another for women) that links transitioning offenders with a range of community-based workforce services pre-release. The goal of these programs is to improve the employment outcomes for transitioning offenders by leveraging and building upon the effective strategies that currently exist within the correctional system and in the Orange County One-Stop Center System. Orange County Sheriff's Department (OCSD) Re-entry staff provide specialized inmate services such as cognitive-based, pre-release planning classes, anger management, and cognitive behavioral therapy. One-Stop career consultants provide traditional WIOA services. Women Helping Women provide supportive services.</p>
<u>U.S. Vets</u> is a co-located partner that operates the Supportive Services to Veteran Families program.	<p>U.S. Vets is a non-profit that works towards the successful transition of military veterans and their families through the provision of housing, counseling, career development and comprehensive support. Outreach, case management, and assistance in obtaining VA and other benefits.</p>

3Dv. MOUs and Cooperative Agreements

DECLARATION: All fiscal contributions and service delivery commitments described are agreed upon by the partners and effective immediately, not to exceed 3 years, as prescribed in the MOUs. MOU copies are included in the appendix.

STRATEGY: Periodic modification and review of the MOUs will be used to ensure all AJCC partners continue to contribute their fair and equitable share of infrastructure and other system costs, including the identification of who will fulfill this responsibility.

Memorandum of Understanding: There are two phases to the MOU development.

- MOU Phase I- Service Coordination: Agreement between the local boards and their respective AJCC system operators and WIOA required partners to address service coordination and collaboration.

- MOU Phase II- Shared Resources and Infrastructure Costs: Building upon the MOUs established in Phase I, addresses how to best support established service delivery coordination through the sharing of resources and joint infrastructure costs in order to functionally and fiscally sustain regional service coordination with administrative cost arrangements.

The OC Region is on target with the development and execution of Phase II MOUs with all of the required partners in the local area prior to June 30, 2017 as described in section 3Dv and attached in section 3O. Status update for Phase II MOUs adheres to the following deadlines included in EDD Directive WSD16-09:

- January 4, 2017 Local Boards submit progress report/timeline to Regional Advisors.
- March 1, 2017 Local Boards that do not anticipate reaching consensus on infrastructure costs alert the State Board if state funding mechanism needs to be triggered and submit supporting documentation.
- May 1, 2017 Governor and Superintendent of Public Instruction notifies Local Boards of AJCC partner contributions under state funding mechanism (if triggered).
- June 30, 2017 Local Boards submit hard copies of completed Phase II MOUs to Regional Advisors.

Cooperative Service Agreement: A cooperative service agreement has been established between the three local boards to solidify the commitment to the overall workforce and economic development of the OC Region through system alignment, integration of service delivery, and leverage/braiding of funding, included as an attachment in the OC Regional Plan appendix.

3Dvi. WIOA Section 166- AJCC Services for Indian and Native Americans

DECLARATION: The local boards work with WIOA Section 166 grantees to provide Indian and Native Americans equal access to AJCC services. The Southern California Indian Center, Inc. (SCIC) has been a long standing AJCC partner. SCIC mission is to promote social and economic self-sufficiency for American Indian, Alaska Native and Native Hawaiian people. SCIC provides a variety of human service and general welfare programs. They also provide educational, vocational and cultural programs. SCIC's Supportive Services Program provides child care services, school supplies, tuition assistance, work clothing, transportation assistance, emergency food, motel vouchers, rental assistance, utility assistance, and emergency medical care.

STRATEGY: Individuals can access services through staff (who will be cross trained) and online. The referral process includes: in person, by phone, online and through referral forms. The local boards have an executed MOU with the Southern California Indian Center. Services to be provided include, but are not limited to:

- Referrals, outreach, intake, and orientation
- Native American programs, activities, and services (funding and eligibility permitting)
- Eligibility determination for customers entering through Native American programs, activities, and services
- Coordination of services with other one stop system partners
- Initial assessment of skill levels, aptitudes, abilities, and support service needs
- Career counseling, job search and placement assistance in in-demand industry sectors and occupations
- Specialized support services available through Native American programs such as child care assistance, medical or child health assistance, and other support services such as but not limited to transportation, food, shelter, etc.
- Information on how to access services
- American Indian/Native American Programs are waived from cost sharing for AJCC co-location operating costs
- Leverage of resources and services for shared customers
- Alignment and integration of programs and services for the Orange County Region

3Dvii. WIOA Section 167- AJCC Services for Migrant Seasonal Farmworkers

DECLARATION: The local boards will coordinate to provide Migrant Seasonal Farmworkers equal access to AJCC services. The National Farmworker Jobs Program (NFJP) is designed to serve economically disadvantaged people who primarily depend on employment in agricultural labor and who experience chronic unemployment or underemployment. Through training and other workforce development services, the program is intended to assist eligible participants and their families to prepare for jobs likely to provide stable, year-round employment both within and outside agriculture.

STRATEGY: Although Orange County does not have a National Farmworker Jobs Program (NFJP), the local boards work to provide Migrant Seasonal Farmworkers equal access to AJCC services. Participants will be served through the Adult or

Dislocated Worker programs administered by the AJCCs and/or they can be referred to the Center for Employment Training (CET). CET has a proven track record of excellence over decades of partnering with the farmworker community in the OC Region. Programs in vocational training, ESL, and GED preparation emphasize the development of locally marketable skills with a philosophy of educating the whole person, maximizing self-sufficiency, and decreasing dependency on other direct aid programs. They also offer referrals for child care while parents are working, supportive services for food and health care, legal services, and immigration and citizenship guidance. In Southern California, CET serves Los Angeles, San Diego, Imperial, Riverside and San Bernardino Counties.

3Dviii. Regional Sector Pathways On-Ramp

DECLARATION: The WIOA emphasizes the use of career pathways and sector partnerships to promote employment in in-demand industries and occupations. The four core programs of the WIOA must work well together in order to form a well-rounded and effective workforce system. The local boards are actively enhancing communication, coordination, and collaboration among employers, education, economic development entities and service providers to ensure activities meet the needs of businesses and support economic vitality and growth in the region.

STRATEGY: The primary focus of regional sector pathways is to enable the workforce system and its partners to identify and address the needs of multiple employers in the industry. Such needs may include addressing gaps in the content or availability of training, support for developing pipelines of future job candidates and assistance with current recruitment needs. Orange County's current local plans describes strategies for developing and maintaining business partnerships. Marketing of business services should be built around those issues that employers identify as the most important and/or meaningful. The local boards have identified sectors with the greatest potential to stimulate job growth and economic prosperity, creating opportunities for current and future workers. The local boards promote the development of partnerships among key stakeholders in the following Industry clusters: Business and Professional Services, Energy, Environment, and Green Technologies, FIRE (finance, Insurance, Real Estate), Construction, Healthcare, Information Technology, Logistics and Transportation, Manufacturing / Advanced Manufacturing, Biotechnology / Nanotechnology and Hospitality and Tourism.

The AJCC is the conduit for connecting job seekers to businesses and therefore a natural on-ramp for regional sector pathways. WIOA recognizes the employer as an equal customer to the job seeker and worker. WIOA seeks to support economic growth and business expansion by ensuring the workforce system is job-driven: matching skilled individuals to employment opportunities with local businesses, principally in demand sectors. WIOA emphasizes the provision of training resulting in the attainment of postsecondary credentials that include industry-recognized certificates or certifications. WIOA seeks to increase the use of employment-based training by increasing the reimbursement rate to employers for on-the-job training and for customized training. WIOA provides local boards the opportunity to implement incumbent worker training programs using up to 20% of their Adult and Dislocated Worker program funds. Employers are more likely to use the system to meet their workforce needs and offer opportunities for workers to learn given these increased reimbursement rates.

When AJCC staff meet with job seekers, a long-term job plan is explored that may include several steps such as a "starter" credential, job placement to gain experience and eventually an additional credential. AJCC staff also assist businesses with LMI information, on-site recruitments and access to interviewing facilities and regional job fairs. WIOA allocates resources so that AJCC staff can actively participate in trade shows, conferences, forums, expos, networking functions and meetings. Orange County's outreach plan is continually updated and evaluated based on the changes within the local Orange County market place, such as business closures, new employment opportunities, new research and development, and the needs of the local business community. Resources are focused to where the greatest economic impact can be gained and measured. While training funds will often only cover the initial credential, helping place job seekers on the career pathways that have potential for growth will lead to better success for them and for employers in their industry/occupation. As appropriate, co-enrollment in programs is utilized to leverage available resources and to maximize services that can be offered.

Traditional classroom training as well as work-based training along with supportive services for items such as mileage reimbursement to and from school, uniforms/work clothing and books are also provided. Case management and career advising is geared towards long-term career growth and not focused solely on placing job seekers into immediate jobs with limited wage and advancement potential. The work and close partnership with employers will lend itself to discussions on the actual skills needed for the industry and/or occupation. Strong relationships with Adult Education and the local community colleges and flexible trainers are critical to the system so that curricula can be created based on feedback from employers.

The AJCC can facilitate the various components of the system to ensure that the needs of the job seeker as well as the employer are met. AJCC staff assists job seekers by developing an individualized plan to note relevant skill sets to connect them to industries that are hiring and assist in removing barriers to program completion by leverage resources to serve the customers.

3E. REQUIRED INFORMATION PERTAINING TO SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS

3Ei. Coordination of Local Workforce Activities with Regional Economic Development Activities

Please refer to OC Regional Plan section 2Ei, and the OC Unified Local Plan section 3Cvi for additional narrative relevant to the coordination of local workforce activities with regional economic development activities.

As previously mentioned, the OCDB has the responsibility of overseeing the Comprehensive Economic Development Strategy (CEDS) for the entire county. As such, all of the local workforce activities are aligned with regional economic activities as described in the following strategic activities.

DECLARATION: The local planning process includes comprehensive economic strategies as part of the workforce system and ensures that programs are designed to guide the economic growth of an area to create jobs, foster more stable and diversified economies, raise income levels, improve the quality of life, and improve Orange County’s overall economic competitiveness.

STRATEGY: The OC Unified Local Plan identifies strategies that are in sync with both the OC Regional Plan and the Orange County Comprehensive Economic Development Strategy (CEDS).

OC Region CEDS Goals	OC Unified Local Plan Workforce and Economic Development Coordination Strategies
Goal 1: Advance Lives of Red-Zone Residents	<ul style="list-style-type: none"> • Map/Catalog of Red Zone Focused Projects • Survey/Assessment of Red Zone Focused Project Priorities • Career/Skills Development Stand Down for Red Zone Neighborhoods
Goal 2: Provide World-Class Education and Workforce Opportunities	<ul style="list-style-type: none"> • Upskilling regional sector pathways on-ramps • Promote AJCC’s as an access point for regional sector pathway programs • Assess the access points to improve customer focused service delivery • Promote career pathways with multiple entry and exit points • Create an accessible menu of customizable services available to customers on the basis of their needs, including but not limited to individuals: with disabilities, limited English proficient, with barriers to employment • Expand use of work-based learning models to create additional skills development and employment opportunities that align work-based learning with career pathway strategies • High Value identified Education and Training curriculum development /improvement initiatives • Establish a Red Zone Task Force with specific focus on English Learners access to High Value career pathways • Partnership with High Value companies focused on special populations
Goal 3: Plan for and Develop State-of-the-Art Infrastructure	<ul style="list-style-type: none"> • Coordination and integration of core program and mandated services, when appropriate • Engage partners in evaluation and development of more efficient business engagement practices • Use recommendation from business partners to develop and/or adapt services to meet the full spectrum of business and industry workforce needs
Goal 4: Promote Competitive and Growing Clusters	<ul style="list-style-type: none"> • SlingShot Initiative- regional project focused on manufacturing and apprenticeships • Identify key competitive and emerging industries • Align, coordinate, leverage, and braid resources to support the development of industry-specific partnerships in targeted high-value sectors • Develop and enhance pre-apprenticeship and apprenticeship programs
Goal 5: Improve Orange County’s Economic Competitiveness	<ul style="list-style-type: none"> • Identify and articulate current and anticipated skill needs of employers • Integrate programs and braid funding streams along career pathways

In addition to coordination of local workforce investment activities with regional economic development activities, the local boards will also promote entrepreneurial skills training and microenterprise services. There are a number of definitions of what qualifies as a small business. Still, the fact remains that most businesses in Orange County are small businesses, with fewer than 100 employees. These businesses are essential to the economic stability, vitality and growth of the county and serve as a principal target for the local boards’ services and those of our network of partners, which includes the Orange County Small Business

Development Center (SBDC) and the Santa Ana District Office of the U.S. Small Business Administration. The SBA District Director is a member of the local boards. The SBDC provides consulting services, seminars, workshops, and conferences for entrepreneurs including, but not limited to: financing, comprehensive business strategic assessment and analysis, start-up assistance, strategic planning, and youth entrepreneurship.

The local boards will continue to work with the SBA and other network partners to address the workforce development and related needs of small businesses. In addition, representatives of small businesses will provide critical support to the sector partnerships that will drive service planning for the county's priority industry clusters.

3Eii. Adult / Dislocated Worker Employment and Training Activities

DECLARATION: The economic recession and following recovery caused the local boards and workforce professionals throughout California and the nation to rethink the AJCC/One-Stop system's "standard operating procedures" for preparing workers for employment and connecting them to jobs. As is often the case, we referred to "play books" from a bygone era and found a number of work-based learning or "earn and learn" models that had fallen out of favor over the years. On-the-job training (OJT), customized training and even work experience were promoted as promising opportunities to connect workers with jobs and encourage businesses to bring on board workers they needed to get their companies back on track to a full pre-recession recovery. DOL has made OJT and customized training options more appealing than ever to companies, especially small businesses, as waivers have been granted that effectively increase the level of financial contribution from the WIOA program.

STRATEGY: The local boards' current use of employment and earn-while-you-learn training models that serve as an on-ramp for the regional sector pathways include the following:

- **Comprehensive Employment Services:** Career counseling and tools for job search preparation including, but not limited to, a full range of assistance to job seekers under one roof, training referrals, job listings, resume assistance, interview workshops on-site employer recruitments, and labor market information.
- **Sector Strategy:** Career pathway education and training programs align with the skill needs of industries important to the regional or state economies in which they are located, and reflect the fact that employers in the targeted industry sectors are actively engaged in determining the skill requirements for employment or career progression in high-demand occupations.
- **Stackable Educational/Training Options:** Career pathway programs include the full range of secondary, adult education, and postsecondary education options, including registered apprenticeships; they use a non-duplicative progression of courses clearly articulated from one level of instruction to the next; they provide opportunities to earn postsecondary credits; and they lead to industry-recognized and/or postsecondary credentials.
- **Accelerated/Integrated Education & Training:** As appropriate for the individual, Career pathway programs combine occupational skills training with adult education services, give credit for prior learning, and adopt other strategies that accelerate the educational and career advancement of the participant.
- **On-the-Job, Incumbent and Customized Training:** Each of the AJCC/One-Stop career centers offers OJT as a training option for job seekers whose occupational interests and/or learning styles are best suited to work-based learning. One-Stop staff are also actively engaged in promoting the benefits of OJT to businesses, providing them with information on the advantages to companies of training workers to their specific skills needs. OJT and other work-based learning activities are among the principal products that the contractor is attempting to sell to Orange County businesses. Much like OJT, WIOA's incumbent and customized training activity provides a means of instructing workers in the precise requirements of a particular business or a group of employers. While customized training programs often include a component that is purely didactic and does not involve hand-on learning or engagement in productive work, it is generally the case that a portion of such training is work-based, during which time participants are being paid. As part of our overall plan to increase the number of participants who successfully complete training programs in priority industries and demand occupations, over the last several years, the AJCC/One-Stop system has continued to increase the number of "slots" planned for OJT and customized training. The resources for developing effective work-based learning programs tied to sector pathways is stronger than ever.
- **Hybrid Learning Models:** Over the last two decades, community college and private postsecondary education programs have increasingly incorporated "externship" activities as part of traditional classroom training programs, particularly in fields such as medical assisting and other healthcare support occupations in which some hands-on experience is a virtual prerequisite for employment. Generally, these activities are short in duration, meeting the minimum amount of

time to satisfy employer requirements for entry-level new hires. Although, WIOA programs have concurrently offered OJT as a training activity, in very few cases have classroom and work-based training been combined using WIOA resources. Working with Sector Partnerships, the local boards will explore opportunities to connect classroom and work-based training so that the education and workforce systems produce more skilled and versatile workers.

- **Collaboration with Apprenticeship Programs:** Santiago Canyon Community College (SCC) is one of the only community colleges in Orange County that offers apprenticeship and journeyman training in various trades. The local boards are currently working with SCC on various projects, including apprenticeship and journeyman training programs, which are listed on the State Eligible Training Provider List (ETPL). More specifically, the local boards have included the Electrician/Construction Wiremen (CW) and Journeyman Carpentry courses at SCC on the ETPL. These Apprenticeship/Journeyman programs are approved and registered Department of Industrial Relations/Department of Apprenticeship Standards (DIR/DAS) apprenticeship programs. The availability of these programs have opened opportunities for the local boards to work with unions and for interested job seekers to take advantage of the programs. The local boards have implemented a project with the International Brotherhood of Electrician Workers (IBEW) that assists eligible adults, dislocated workers and incumbent workers with apprenticeship training, skills upgrade training and support services. The skills upgrade training will help to avert layoffs; increase employability, maintaining or finding employment; and, possibly, lead to an increase in pay. The training is offered through the Electrician Construction Wireman (CW) program at SCC. The local areas are also in the early stages of planning a similar effort with the Carpenters Union. Moving forward, the local boards are seeking to expand opportunities to effectively partner with approved apprenticeship programs, including pre-apprenticeships. While the building trades offer many of the most recognizable apprenticeship programs, working the Orange County Workforce and Economic Development Network, our sector partnerships and directly with the Orange County Labor Federation, the local boards will complete a scan of apprenticeship compatible occupations within the local labor market and develop a cross-walk of these occupations to apprenticeship programs. Programs associated with promising sectors and demand occupations will receive priority.

3Eiii. Rapid Response

DECLARATION: The local boards have refined existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs. Over the last two decades the local rapid response programs have assisted tens of thousands of workers displaced from hundreds of companies that ceased operations or experienced significant reductions in their workforce. The local boards have designed and implemented rapid response to be a system that is proactive rather than reactive. With this evolution, the local boards' focus is on layoff aversion and business retention. The local boards actively seek to identify businesses in distress and work with local partners to provide assistance with training, cost reduction, financing and other services that will enable success and help avert closure or layoff.

STRATEGY: The local boards adhere to strict operating procedures for rapid response activities, highlighted in the onsite presentation provided by OC One-Stop Business Service representatives who plan and coordinate assistance for employers and workers affected by temporary and permanent layoffs. The law requires the provision of rapid response activities in the event of a disaster, mass layoff, plant closing or other events that precipitate substantial increases in the number of unemployed individuals. The Worker Adjustment and Retraining Notification Act (WARN) offers protection to workers, their families and communities by requiring employers to provide notice 60 days in advance of covered plant closings and covered mass layoffs.

To arrange on-site employer/employee visits and informational sessions, Business Service staff follow the below process:

1. A WARN notice from the State is sent to the local boards and forwarded to the Business Services Rapid Response Coordinator, or an announcement in local news media is identified. Sometimes a human resources representative will contact the REACT coordinator directly.
2. Within receipt of the WARN, the coordinator initiates Rapid Response services by contacting the company representative to set up an appointment to discuss services. After the initial meeting with the company representative, information meeting(s) are scheduled for the affected workers based on the company's needs.
3. The coordinator contacts partners (such as EDD) to find out their availability for participation, as needed, in accordance with the employer's request.
4. At the information meetings, One-Stop Center brochures and other program services materials are distributed to the affected employees.
5. Employees may be referred to the One-Stop Center for enrollment into the WIOA Dislocated Worker Program.

Providing a Comprehensive Menu of Services: In order to address the needs of business in distress, the local boards will provide the following as part of our strategic layoff aversion strategy:

- ✓ Conducting individual needs assessment of companies “business retention” needs
- ✓ Assistance with securing tax credits, incentives and cost containment programs
- ✓ Coordination of utility and technology services
- ✓ Assistance in accessing public financing programs (local, state and federal) and Industrial Development Bonds
- ✓ Identification of traditional financing opportunities
- ✓ Coordination of funding sources, such as the California Employment Training Panel program, that are well suited to providing skills upgrades and retraining of incumbent workers;
- ✓ Coordinating with educational and job training institutions to satisfy the precise skills needs of one or more businesses
- ✓ Training (including both traditional and work-based models) for current employees and new workers to make the business better able to compete

An example of local layoff aversion strategies in action is a partnership with the California Manufacturer’s Technology Consulting (CMTC). On behalf of the local boards, the organization links the existing network of business assistance providers in Orange County to local manufacturers, raising awareness of available resources and providing layoff aversion implementation services. These services have been provided to 15 at-risk Orange County manufacturers that planned to lay-off workers, and it is estimated that 165+ jobs were saved as the results of these efforts. CMTC follows a standard 7-step plan developed under partnership, which was cited as a best practice in the U.S. GAO publication “Collaborations between Workforce Boards & Employers Helped Meet Local Needs”.

3Eiv. Youth Employment and Training Activities

DECLARATION: The local boards serve Orange County at-risk youth through in-school and out-of-school WIOA Young Adult Programs. Services delivered to youth include, but are not limited to the WIOA 14 Elements:

1. Tutoring, study skills training, instruction and evidence-based dropout prevention and recovery strategies
2. Alternative secondary school services, or dropout recovery services, as appropriate
3. Paid & unpaid work experiences with academic and occupational education as a component of the work experience
4. Occupational skills training
5. Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster
6. Leadership development opportunities
7. Supportive services
8. Adult mentoring
9. Follow-up services for no less than 12 months after the completion of participation
10. Comprehensive guidance and counseling
11. Financial literacy education
12. Entrepreneurial skills training
13. Services that provide labor market and employment information about in-demand industry sectors or occupations available in Orange County
14. Activities that help youth prepare for and transition to post-secondary education and training

STRATEGY: While Orange County’s WIOA eligible youth population faces a wide range of barriers to employment and educational attainment due to background and circumstances, their characteristics are broadly representative of those of WIOA eligible youth throughout the state. The local boards’ planned services for at-risk youth include the following targets, as percentages of participants served in the WIOA Young Adult program:

Homeless	15%	Youth with Disabilities	15%
Pregnant/Parenting	20%	Runaway Youth	5%
Foster Youth	25%	High School Drop-Out	20%
Offenders	20%	Other Barriers	15%

Last year, approximately 17% of WIOA Young Adult participants were disabled, 11% were offenders, and 22% were high school drop-outs. The needs for these unique populations are addressed through coordination with Orange County Healthcare Agency, Orange County Probation, and Orange County Department of Education.

Youth Service Providers are provided throughout the OC Region to ensure all youth have access to services and are served effectively. Through an open, competitive process, the local boards select organizations with a proven history of performance as service providers for the WIOA Youth/Young Adult Program. The slate of current providers is diverse (including a local city government, a private company, a college and a non-profit organization), bringing a vast reservoir of experience and knowledge to the local youth service delivery system. Current WIOA Young Adult Program service providers are:

- City of Santa Ana: Administered by the SAWDB, the Orange County Conservation Corps, Orange County Children's Therapeutic Arts Center, Orange County Labor Federation, and the Santa Ana Public Library provide youth services.
- Orange County Development Board: Administered by the OCDB, the KRA Corporation, City of La Habra, Saddleback College, and the Orange County Asian Pacific Islander Community Alliance provide workforce services for in-school and out-of-school young adults.

COORDINATION WITH LOCAL PROGRAMS AND ACTIVITIES: There are a wide variety of young adult programs and activities in OC that concentrate on addressing the needs of at-risk young adults. The local boards are directly involved with many young adult service organizations in addition to those contracted providers to braid and leverage local resources:

- Orange County Department of Education's College and Career Preparatory Academy: An alternative school available to those students for whom traditional school settings are not suitable. The program assesses student learning and achievement; utilizes strategies that ensure all students learn; provides a rigorous, relevant, and realistic curriculum; and gauges multiple measures of success. Young adults in the WIOA program are referred to the Academy and in order to obtain their High School Diploma or GED.
- Latino Educational Attainment Program: OCBC's Latino Educational Attainment (LEA) Initiative program was developed to help fill the gaps left by education by assisting Latino parents in learning on how to advocate for their children and to spark the importance of education in Latino neighborhoods. LEA is working to unify the community, students and parents to produce a highly skilled workforce for the future and create neighborhood-based groups that will provide navigational skills to parents in the areas of the 100 lowest-performing schools in the county
- Vital Link: Vital Link has developed a series of programs and services that effectively connect business and education in introducing young adults to the requirements of the workplace and to promising careers.
- National Retail Foundation (NRF): The local boards have partnered with the NRF to provide training and certification to young adults in Customer Service. The certification is portable and is aligned with the regional workforce needs in Hospitality and Tourism.
- Juvenile Justice/Probation: Service Providers do presentations, provide intake and service young adults at juvenile justice centers. Referrals are also received from several juvenile justice and probation centers such as Youth Leadership Academy, Youth Guidance Center, Otto A. Fischer School, and Joplin Youth Center. Young adults gain work experience and participate in work readiness workshops to assist them in developing a positive work ethic to enter the workforce.
- Social Services Agency: The Orange County Social Services Agency administers the Independent Living Program (ILP) for eligible youth as young as 17 years of age. ILP services are provided by Orangewood Children's Foundation and the Orange County Children and Family Services Transitional Planning Services Program (TPSP). Service Providers work directly with these organizations for referrals and to supplement services provided by Orangewood Children's Foundation and TPSP to ensure self-sufficiency for foster youth.

Youth with disabilities have access to the WIOA Young Adult programs. In fact, Young Adult Service Providers are contractually required to ensure that 15% of their caseload must be young adults with disabilities. The local boards have partnered with the California Department of Rehabilitation to co-locate Vocational Rehabilitation staff in the Garden Grove and Irvine One-Stop Centers to better serve young adults with disabilities. Furthermore, the local boards have a long-standing relationship with Goodwill Industries of Orange County (Goodwill). Goodwill is an expert in serving individuals with disabilities in finding employment, becoming independent, and supporting themselves and their families. Service Providers can connect with Goodwill to ensure young adults with disabilities are served successfully.

The Orange County WIOA Young Adult Programs are strongly influenced by lessons learned locally, best practices from the nationwide workforce development system, and federal and state mandates, policies and guidance. Among some of the most significant changes in the local youth workforce development strategies have been:

- A shift to serving a higher percentage of out of school, largely in response to very high unemployment experienced among this population, especially at the height of the recent recession.
- Changes in focus of “youth” programs shifting to serving “young adults” who are disconnected from work/learning.
- For in-school youth, focusing on services/support to help them graduate and for those you have dropped out, intensifying efforts to reengage them with the education system.
- The use of interim assessments to determine aforementioned mid-term accomplishments.
- Increases in use and amounts of support services for youth, especially for those with significant barriers to employment.
- Greater emphasis on post-program services to promote retention in employment and/or training.
- Strengthening connections between youth programs and One-Stops so that young adults have a familiarity with the system and will be at ease accessing One-Stop services as they pursue further training, education and career goals.
- Increased training and technical assistance for young adult service providers.
- Implementation of a recognition and incentive policy for young adult providers.

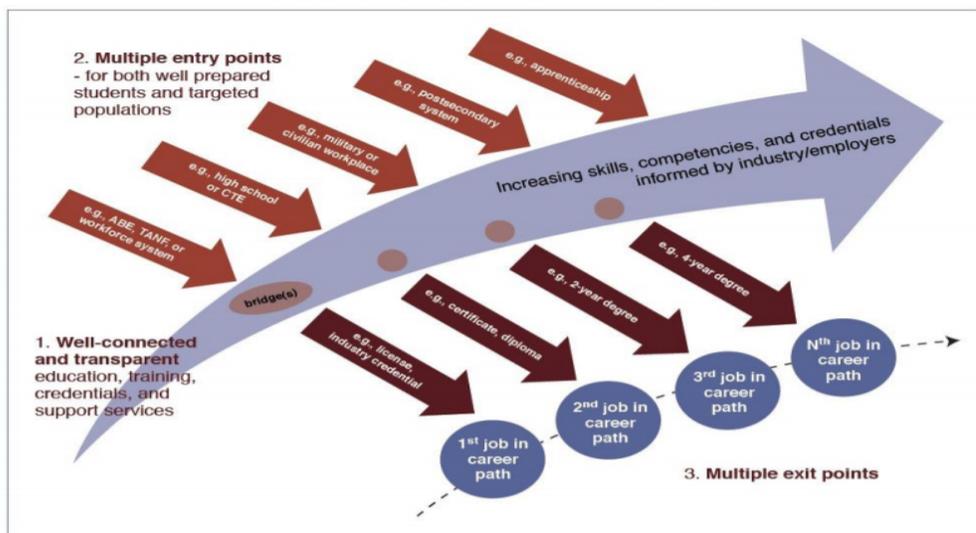
3Ev. Coordination of Secondary and Post-Secondary Programs with Education & Workforce

Please refer to OC Regional Plan Section 2Ev for applicable narrative on the coordination of basic skills remediation, and Unified Local Plan section H and section O for referenced MOU details.

DECLARATION: The local boards’ programs function as one mechanism to connect graduating high school students and out of school/disconnected individuals to secondary and postsecondary education opportunities. For those meeting eligibility requirements, referrals to and enrollment in classroom training, work-based learning (e.g. on-the-job training, apprenticeships) and employment opportunities are essential components of the WIOA youth program. Similar services are available for young adults through the AJCC/One-Stop system.

STRATEGY: Because WIOA funds are limited in amount and access (based on program eligibility), in partnership with education, business, labor and community partners, the local boards participate in planning to identify options and resources to create additional opportunities for individuals to enter training and access services connecting them to training, education and employment. The local boards, the Network, and education partners will coordinate efforts to develop an implementation plan. The local boards are fully committed to ensuring that the full range of our available resources support this effort. The local boards will leverage the career pathways multiple entry and exit design to coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies and enhance services. The partners involved will braid and leverage services and reference partner MOUs to avoid duplication of services. This integration of education and workforce development will support the creation and growth of skilled workers.

Three Essential Features of Career Pathways



3Evi. Transportation and Other Supportive Services

Please refer to OC Regional Plan Section 2Evi for additional narrative relevant to how the OC Unified Local Plan will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services.

DECLARATION: The local boards have developed policies for issuance and coordination of supportive services (which includes transportation). Each Provider is expected to maintain participant budget as per allowable levels of supportive services for tracking issuances. The procedure provides specifics regarding tracking, documentation and review of program issuances, participant budgets and program resources. Bus passes, gas cards and coordination with other agencies who provide transportation services are several methods used to provide transportation. The local policy also allows for assistance with car repairs when economical and effective.

STRATEGY: Leveraging and braiding partner support service resources will ensure that individuals receive the support and increase program completion rates. This will involve: coordinated assessment processes, communication between system partners, and coordinated provision of ancillary support services to facilitate program completion by those enrolled in training and education programs/courses. WIOA and the One-Stop system provide the very model for resource sharing among workforce development stakeholders. Whether called leveraging, braiding or sharing, the One-Stop offers programs, services and information to its customers that are funded from hundreds of public and private resources. The model is to service needs of a job seeker, a business or an industry are assessed and resources are assembled from a variety of sources to meet the need.

3Evi. Coordination of AJCC Service Delivery System (Including Wagner-Peyser Services)

Please refer to OC Regional Plan section 2Aii for narrative about the coordination of services; OC Unified Local Plan section 2Div which describes AJCC partners' roles and contributions; and also OC Unified Local Plan section 3Dv for reference to MOUs.

COORDINATION OF THE AJCC SERVICE DELIVERY SYSTEM: Partner and service delivery coordination are defined as commitments agreed upon by the partners and effective immediately, not to exceed 3 years, as prescribed in the MOUs. Periodic modification and review of the MOUs will be used to ensure all AJCC partners continue to coordinate service delivery and contribute their fair and equitable share of infrastructure and other system costs, including the identification of who will fulfill this responsibility to avoid duplication and inefficiencies in the system.

Based on local partnership with EDD and the presence of EDD staff at local AJCC/One-Stops are able to provide a strong and effective set of services to job seekers. EDD and OC One-Stop staff are co-located in the centers. Physical proximity encourages staff to collaborate closely and avoid duplication of services.

WAGNER-PEYSER ACT SERVICES: Services provided by EDD staff within the AJCC/One-Stop Centers:

Unemployment Insurance- Virtually the full range of One-Stop services are available to UI claimants. However, One-Stop services most closely associated with this group include the following:

- UI claimants are first offered general information and access to a UI navigator or help desk to facilitate any questions they may have. Customers receive assistance with filing for UI benefits; communicating electronically with UI personnel; transmitting follow-up documents; and use of dedicated UI telephones that enable UI claimants to call from our One-Stop centers or other EDD service locations.
- Re-employment services are available specifically for UI claimants who do not register for work in CaJOBS within 21 days of filing for benefits. These claimants are invited to a Personal Job Search Assistance (PJSA) appointment. Customers are provided an orientation to services in the One-Stop, along with a review of their potential eligibility under UI's California Training Benefits Program for those who wish to pursue training while receiving UI benefits.
- UI claimants who appear to fit the WIOA profile of "dislocated worker" and are likely to exhaust their UI benefits due to limited labor market opportunities in their field are invited to an Initial Assistance Workshop within the first four weeks after filing their claim. These individuals are provided services similar to those offered to PJSA clients, except they must also select a follow-up reemployment service that must be completed within a specific period of time.
- Re-employment Assistance workshops are part of a mandatory service provided to long term UI clients as a result of the "Middle Class Tax Relief and Job Creation Act of 2012." Services under this legislation are provided for long term UI recipients who need to be reintroduced to the One-Stop and its services. A review of the UI client's job search efforts are also part of the activity. Customers are also directed to re-engage in reemployment services related to job preparation, referrals to training or networking via "Experience Unlimited" for those that meet its eligibility criteria.

Trade Adjustment Assistance (TAA) Allowances and Special Assistance- EDD representatives available through the One-Stop provide assistance to job seekers in the TAA target group. Eligible workers who qualify for TAA receive Trade Readjustment Allowances (TRA) benefits and may also be eligible for the Health Coverage Tax Credit program. TAA participants are provided with one-on-one assistance in order to ensure their eligibility for the program. Staff also help file petitions to U.S. DOL for TAA Certification for a group of three or more affected workers. TAA participants undergo an eligibility review process, which consists of an assessment to determine if they have sufficient skills to re-enter the labor market. The TAA Case Manager ensures that the effective use of training resources (such as WIA) or other eligible programs within their local One-Stop are utilized to support reemployment. The program itself assists workers to regain employment through the use of a full range of services via the One-Stop and, if needed, provides classroom and/or on-the-job training, job search and relocation assistance allowances. The TAA Case Manager ensures that the TAA client maintains UI benefit eligibility and that clients file for extensions to their UI claims, as needed, in order to continue to receive benefits through the completion of the approved training program.

3Eviii. Coordination of WIOA Title I and Title II Activities

Please refer to OC Regional Plan section 2Aii for a description of the coordination of partner services including Title II activities; 2Eii for a general description about Title II AEBG Consortia coordination; section 2Eiv for specific narrative around basic skills education integration into regional sector pathways; and section 2Ev for specific details about efforts to streamline and coordinate basic skills remediation Title II activities.

DECLARATION: Input from education stakeholders was instrumental in the development of the plan and is interspersed throughout the plan's goals and objectives, particularly with regard to basic skills remediation and processes involved in the development of career pathway programs in targeted industry sectors. The local boards have had long standing, effective relationships with Adult Education partners in the Orange County Region. The Rancho Santiago Consortium, South Orange County Regional Consortium, North Orange County Regional Consortium, and Coast Consortium facilitate educational services that provide basic literacy and Adult Education services to address the goals and objectives of both state and national resources and professional staff to maintain the partnership between all One-Stop Centers and the district's Title II Adult Education program. The local boards have engaged Adult Education partners in the development of the regional and local plans and as such, the coordination of Title I and Title II activities is woven throughout both plans.

STRATEGY: Many of the following Title II Adult Education goals directly align with WIOA Title I Adult, Dislocated Worker and Youth services. Coordination of activities include:

1. Assisting adults to become literate and obtain the knowledge and skills necessary for employment and economic self-sufficiency;
2. Assisting adults who are parents or family members to obtain the education and skills that:
 - a. Are necessary to becoming full partners in the educational development of their children; and
 - b. Lead to sustainable improvements in the economic opportunities for their family;
3. Assisting adults in attaining a secondary school diploma and in the transition to postsecondary education and training, through career pathways; and
4. Assisting immigrants and other individuals who are English language learners in:
 - a. Improving their reading, writing, speaking, and comprehension skills in English; and Mathematics skills
 - b. Acquiring an understanding of the American system of government, individual freedom, and the responsibilities of citizenship.

Education agencies were among the most widely represented stakeholder groups at these events, including the following school and colleges from all levels of education and training. Furthermore, the following Adult Education Providers have developed and signed an MOU with the OC REGION to solidify coordination efforts:

- Rancho Santiago Community College District
- Saddleback College
- North Orange County Community College District
- Boat People SOS
- Coastline Community College District
- Garden Grove Unified School District
- Huntington Beach Union High School District

TITLE II APPLICATIONS: The local boards will carry out the review of local applications submitted under Title II to determine whether such applications are consistent with the local plan and accordingly make recommendations to the eligible agency to promote alignment with the local plan. The local boards' application review process includes:

1. Submission of the applications to the local boards for review of consistency with the local plan within the appropriate timeframe. Only appointed board members who do not have a conflict of interest as defined in WIOA section 107(h) are allowed to participate in the review of the Title II applications.
2. An opportunity for the local boards to make recommendations to the eligible agency to promote alignment with the local plan, to which the eligible provider demonstrates alignment between proposed activities and services and the strategy and goals of the local plan.
3. Evaluation of the applications include:
 - i. Making sure that administrative cost limits are not exceeded
 - ii. Emphasis on alignment with local plan and process to determine alignment
4. The eligible agency must consider the results of the local boards' review in determining the extent to which the application addresses the required considerations to be responsive to serving those individuals identified in the local plan as needing adult education, combined with local plan requirements to serve individuals with barriers to employment will result in better access to education and training for all individuals with barriers to employment.

Application content must include how applicants will provide services in alignment with local plan, including promoting co-enrollment programs under Title I:

Information and assurances as required by eligible agency	How funds will be spent	How it will fulfill one-stop partner responsibilities
How it will fulfill one-stop partner responsibilities	Describe cooperative arrangements	Address required considerations
Documentation of activities related to local board review	How it will provide services to meet needs of eligible individuals	How it will meet adjusted levels of performance and collect performance data

ESTABLISHING DEMONSTRATED EFFECTIVENESS: An eligible provider must demonstrate past effectiveness by providing performance data on its record of improving the skills of eligible individuals, particularly eligible individuals who have low levels of literacy, in the content domains of reading, writing, mathematics, English language acquisition, and other subject areas relevant to the services contained in the State's application for funds. An eligible provider must also provide information regarding its outcomes for participants related to employment, attainment of secondary school diploma or its recognized equivalent, and transition to postsecondary education and training.

NOT PREVIOUSLY FUNDED	PREVIOUSLY FUNDED
Provide data on past effectiveness in serving basic skills deficient eligible individuals	Provide performance data
Include evidence of success in achieving outcomes	
Content domains reading, writing, mathematics, English language acquisition, and other subjects	
Attainment of secondary diploma	
Tracking transition to post-secondary	
Tracking employment	

3Eix. Services for Limited English Proficient Individuals

Please refer to OC Regional Plan Section 2Bv for analysis of English language workforce development activities in Orange County. This analysis includes demographic and population trend data as well as workforce activities/service plans for English language learners. Services for individuals with limited English proficiency are also referenced in Unified Local Plan section 3Ci.

DECLARATION: Orange County has been identified as a regional planning unit with 15% or greater limited English Speaking residents and as such have included a description of the services that will be provided to limited English proficient individuals as part of services to individuals with basic skills challenges.

STRATEGY: Please note, services for individuals with limited English proficiency are also referenced previously in Unified Local Plan section 3Ci, for individuals with basic skills challenges and barriers to employment.

Adult education partners will play a key role in providing services for English Language Learners for the local workforce system. Activities will include, but not be limited to:

- Evaluation of current programs and capacity
- Committing to adopt English language proficiency standards that correspond to college and career-ready standards
- Developing and administering regionally aligned assessments
- Supporting collaboration between workforce and education partners/stakeholders
- Assist participants in obtaining literacy and basic skills for employment and transition through career pathways

3F. GRANTS AND GRANT ADMINISTRATION

3Fi. Grant Administration – Disbursal

The OCDB is designated by the Orange County Board of Supervisors, chief local elected official, to serve as the local board and as the fiscal agent responsible for the disbursal of grant funds. Similarly, the City of Santa Ana serves as the fiscal agent for the SAWDB and bears responsibility for the disbursal of grant funds. WIOA Section 107(d)(12)(B)(i)(III) states that the entity responsible for the disbursal of grant funds is the local grant recipient or an entity designated under sub-clause (II) to disburse the grant funds for workforce investment activities at the direction of the local board, pursuant to the requirements of the of this title. The local grant recipient or entity designated under sub-clause II shall disburse the funds immediately on receiving such direction from the local board.

3Fii. Grant Administration – Competitive Process

DECLARATION: Consistent with EDD Directive (WSD16-14), the local boards subscribe to a competitive process that is used for the selection of AJCC Operators and Providers to award the sub-grants and contracts for WIOA Title I Activities.

STRATEGY: Effectively all procurement and selection of one-stop operators and service providers is a result of a competitive procurement process that meets WIOA requirements and expectations. Sub-grants and contracts are procured through formal procurement policy processes, as outlined in a Contract Policy Manual (CPM). The purpose of the CPM is to govern all procurement, purchasing, and contracts. The local boards have established procurement policies and procedures in compliance with Federal and State laws and regulations. The local boards utilize a competitive Request for Proposals (RFP) process to award sub-grants and contracts for WIOA Title I activities. In order to ensure that appropriate firewalls are in place, the RFP process is handled by the City or County's Contract Development & Management (CDM) departments. The process begins with a public notice and is posted on the BidSync website to initiate and track the RFP. Submissions are reviewed by an evaluation committee comprised of three (3) or more members who have no conflict of interest with the selection process. The selection of sub-grants or contracts will be made to the responsible proposer whose proposal best meets the local boards' requirements as determined by the evaluation committee. The selection is presented to the committees of the local board and later to the respective chief local elected officials for final approval. Lastly, the contract between the local boards and the winning proposers are drafted to include all local and Uniform Guidance requirements. The current OCDB One-Stop Operator was competitively procured through the County of Orange/ Orange County Community Resources most recent Request for Proposals- "Comprehensive/Satellite One-Stop Centers and Business Services" (Bid # 012629322) through a competitive process that occurs at least once every four years. The Anaheim WDB and Santa Ana WDB both approved a current request to continue services for Dislocated Worker, Adult, and Youth services. The local boards will collaborate on a collective procurement and release a new Request for Proposals (RFP) in October, 2017 for One-Stop Operator and services beginning in FY 2018/2019.

3G. PERFORMANCE GOALS

WIOA Regional Plan Requirement (H): Regional Planning Unit collective performance negotiations with the Governor.

3Gi. Negotiated Performance Goals

Consistent with WIOA Section 116(c), the following local performance goals for Program Years 2016-17 and 2017-18 were negotiated with the State. Performance negotiations were done jointly with the local boards and through a regional call with the State on September 1, 2016.

OC REGION NEGOTIATED LEVELS OF PERFORMANCE PY 2016-17				
	<u>ADULT</u>	<u>DW</u>	<u>YOUTH</u>	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	57.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	66.5%	59.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	46.0%	60.0%	48.0%	Credential Attainment within 4 Quarters After Exit
OC REGION NEGOTIATED LEVELS OF PERFORMANCE PY 2017-18				
	<u>ADULT</u>	<u>DW</u>	<u>YOUTH</u>	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	60.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	62.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	48.0%	63.0%	48.0%	Credential Attainment within 4 Quarters After Exit

DECLARATION: Guided by State draft directive WSDD-149 issued on August 3, 2016, the PY 2016-17 and PY 2017-18 performance goals of the local boards consider the DOL-approved state level goals, available state-level and local performance information and resources, as well as the local service delivery strategies.

STRATEGY: These are the baseline goals that will guide the local boards in measuring its overall local performance and of its WIOA sub-recipients and contractors.

3H. FEDERAL HIGH PERFORMANCE BOARD EFFORTS

3Hi. High Performance Board Effort

The OC Unified Local Plan has adopted a number of statutorily identified best practices, many of which involve comprehensive planning efforts with system partners and alignment with regional labor market needs, enumerated in the HPB certification criteria, as referenced throughout OC Regional Plan section 2A and section 2D.

As local plans are considered to be part of the regional plan under federal law and regulation, the Unified Local Plan can demonstrate involvement of key stakeholders, including the major employers and industry groups from the relevant economy and organized labor, and can demonstrate that they account for the entire workforce training pipeline for the relevant regional economy, including partners in K-12 education, career technical education, the community college system, other post-secondary institutions, and other local areas operating in the relevant regional economy by making use of regional planning efforts that meet these very same criteria. The OC Unified Local Plan demonstrates operational alignment with the strategic objectives of the respective OC Regional Plan, and as the regional plan was developed with the relevant required stakeholders enumerated

directly above, the Unified Local Plan demonstrates required coordination with the partners enumerated in the HPB certification criteria.

The State law requires the State Board to implement additional standards for certifying high-performing (HPB) Local Boards. In order to be considered eligible for HPB certification, a Local Board is required to meet all regional planning requirements of the federal law and State Plan. The OC Region local boards have met and exceeded both federal and state criteria, as prescribed. The OCDB and SAWDB are currently certified as a high-performing local boards. State issued local planning guidance states that under state law, the next certification for HPB status will take place midway through the implementation of WIOA regional and local plans in 2019. Specifically for this Unified Local Plan, the state guidance asks for relevant local plan content with regard to how Local Boards will assess the effectiveness and continuous improvement of AJCCs (which is described in Unified Local Plan section 2Di) as well as compliance with state-issued AJCC policies specified in all policy directives pertaining to AJCCs including the following: WIOA Adult Program Priority of Service and WIOA Memorandums of Understanding Phase I and II.

WSD15-14: WIOA ADULT PRIORITY OF SERVICE

Local boards have policy and procedures regarding Priority of Service. The application of priority is as follows:

- Group 1: Veterans and eligible spouses who are economically disadvantaged adults (i.e. recipients of public assistance and other low income individuals) or individuals who are basic skills deficient.
- Group 2: Economically disadvantaged adults or individuals who are basic skills deficient.
- Group 3: Veterans and eligible spouses who are not economically disadvantaged or are not basic skills deficient.
- Group 4: Individuals such as Older Workers (55 and older), former Foster Youth, individuals with disabilities, school dropouts, and offenders. These individuals are not economically disadvantaged or not basic skills deficient.
- Group 5: Underemployed workers who fall within Groups 1 through 4 and who are in need of WIOA services. Individuals who are underemployed may include:
 - o *Individuals employed less than full-time who are seeking full-time employment;*
 - o *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
 - o *Individuals who are employed and who meet the WIOA definition of a low-income individual;*
 - o *Individuals who are employed, but whose current job's earnings are not sufficient compared to their previous job's earnings from their previous employment, per State and/or local policy.*

WSD14-12: WIOA PHASE I MEMORANDUMS OF UNDERSTANDING Phase I MOU copies can be found in the appendix.

Phase I- Service Coordination: Agreement between the local boards and their respective AJCC system operators and WIOA required partners to address service coordination and collaboration. The local boards have executed Phase I MOUs with all of the required partners in the local area prior to June 30, 2016 as described in section 3Dv and attached in section 3O.

WSDD-151: WIOA PHASE II MEMORANDUMS OF UNDERSTANDING Phase II MOU draft can be found in the appendix.

Phase II- Shared Resources and Infrastructure Costs: Building upon the MOUs established in Phase I, addresses how to best support established service delivery coordination through the sharing of resources and joint infrastructure costs in order to functionally and fiscally sustain regional service coordination by establishing administrative cost arrangements.

The local boards are on target with the development and execution of Phase II MOUs with all of the required partners in the local area prior to June 30, 2017 as described in section 3Dv and attached in section 3O. Status update for Phase II MOUs adheres to the following deadlines included in EDD Directive WSD16-09. (Timelines will be revised as the State releases updates).

- January 4, 2017 Local Boards submit progress report/timeline to Regional Advisors.
- March 1, 2017 Local Boards that do not anticipate reaching consensus on infrastructure costs alert the State Board if state funding mechanism needs to be triggered and submit supporting documentation.
- May 1, 2017 Governor and Superintendent of Public Instruction notifies Local Boards of AJCC partner contributions under state funding mechanism (if triggered).
- June 30, 2017 Local Boards submit hard copies of completed Phase II MOUs to Regional Advisors.

3I. TRAINING ACTIVITIES

DECLARATION: Following Section 134 of Workforce investment and Innovation Act (Act), the local boards implemented new policies to offer training allowable under the Act. The policy allows AJCC/One-Stop Sub-recipients to serve eligible Adult, Dislocated Workers and Youth with training options including Individual Training Accounts (ITA), On-the-Job Training (OJT), Customized Training, Incumbent Worker Training (IWT) and Transitional Jobs based on assessments and an Individual Employment Plan (IEP) or Individual Service Plan (ISP).

STRATEGY: The local boards have developed Individual Training Accounts (ITA) systems to encourage and promote sector pathways that lead to self-sufficiency. Once participants determined eligible and suitable for training, they are issued an ITA for programs included on the Approved Training Partner Directory (ATPD). All training programs on the ATPD have an existing contract with the local boards to expedite training. Should a participant desire training on the Eligible Training Provider List that is not listed on the ATPD, the local boards will work with the Training Provider to execute a contract. Training programs are provided both online and in-person. The local boards review and approve training providers' ATPD eligibility which include Bureau for Private Post-Secondary Education (BPPE) approval or Western Association of Schools and Colleges accreditation, the institution's ability to operate and performance placing previous students in training-related employment. The ATPD is released and renewed monthly. The AJCC/One-Stop Staff and the client decide together the best option for their training towards from the ATPD.

All training must lead to an industry recognized certification, credential, or degree upon completion. Training Providers are held to strict performance measures created by the local board including: Entered Employment Rate, Training-Related Employment Rate, and Training-Related Hourly Wage. If any training course does not meet the performance requirements, they are removed from the ATPD and will no longer receive referrals for training unless the provider can demonstrate success. Training services may be provided if staff determine, after interview, evaluation, assessment, and career planning, that the individual:

- Is unlikely or unable to obtain or retain employment, that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone;
- Is in need of training services to obtain or retain employment that leads to self-sufficiency or wages comparable to or higher than wages from previous employment, through career services alone; and
- Have skills and qualifications to successfully participate in the selected program of training service.

During the Workforce Investment Act to WIOA transition, local boards processed and executed training contracts with Training Providers that offered local in-demand programs. Currently over forty-five (45) training providers are under contract to participate and receive ITA referrals. Contracts may be extended to June 30, 2019 to assure that there is a consistent ITA process and availability, and avoid discontinuation and earlier expiration of contracts. The ATPD Training Providers represent a balanced group Private-For Profit Institutions, Community Colleges, Public Schools, University Extension and Private Non-Profit Schools.

The ATPD lists over 300 eligible programs and providers. One-Stop clients and staff can compare costs, locations, training length from similar programs available on the ATPD. Programs are evaluated based on meeting local demand, average wage standards and ETPL criteria. The State Eligible Training Provider List (ETPL) Policy and Procedures sets the guidelines for local area to follow the State's Minimum Standards for Provider and Program eligibility. The ATPD list will be expanded to meet the region's current needs and to ensure customer choice and reflect priority sectors in the county such Manufacturing, Information Technology, Healthcare and Tourism. Program offerings vary from classroom, online or a combination of both. In the past year, over three hundred ITA vouchers were made available to eligible WIOA clients in the region. Clients are able to choose programs based on their training needs and desired future careers.

3J. PUBLIC TRANSPARENCY, ACCESSIBILITY, AND INCLUSIVITY INFORMATION

PUBLIC COMMENT: In compliance with WIOA Section 108(d), prior to the submission of the Unified Local Plan to the state, the local boards have made available copies of the proposed Unified Local Plan to the public electronically on their websites and through other means, such as public meetings, and local news media to allow members of the public, including representatives of business, representatives of labor organizations, and representatives of education, and the community at

large to submit to the local board comments on the proposed Unified Local Plan. The local boards provided no more than a 30-day public comment period on the Unified Local Plan before its submission to the Governor to receive feedback from the community on the aspects, direction, and planned activities of the local boards. Section 3S includes a summary of public comments (EDD Directive Reference- Attachment 8) received that expressed disagreement with one or more features of the plan with concerns further explained or addressed.

ENGAGEMENT OF STAKEHOLDERS PLANNING PROCESS

Please refer to OC Regional Plan Section 2Aii for a description of the how and which groups were contacted and invited to participate in both planning efforts and the public comment process.

The local boards extended local outreach efforts to include stakeholders and CBOs representing the individuals from target populations 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, as described in the Regional Plan.

COMPLIANCE WITH PHYSICAL AND PROGRAMMATIC ACCESSIBILITY AND INCLUSIVITY The local boards complied with physical and programmatic accessibility requirements for individuals with disabilities by providing information for special assistance to participate in public meetings, call (714) 480-6500 or the TDD at (714) 834-7163. Special accessibility needs were requested to be made 48 hours in advance to allow the local boards to make reasonable arrangements to ensure accessibility to public meetings. (28 CFR 35.102-35.104 American Disabilities Act Title II). The local boards give due consideration to the language needs of the communities within the OC REGION jurisdiction and has ensured accessibility and outreach to include these communities. Interpreters are available upon request to facilitate access and inclusivity for limited English proficient communities. Public meetings have been held at multiple times and various locations throughout the county to allow a diverse range of individuals and organizations to attend. Materials are available for translation, including electronic communications and invitations, in other languages where appropriate.

3K. COMMON INTAKE AND CASE MANAGEMENT EFFORTS

CURRENT PROCESS: The current intake/eligibility process begins with an orientation which provides an introduction to WIOA and the mission and goals for the AJCC. Interested participants are given information about the services and programs that are available, co-located partners, locations of AJCCs within the county, paperwork and eligibility requirements for enrollment, workshops, available accommodations, equal opportunity and participant responsibilities. Group orientations are offered three to four times per week, and one-on-one orientations are available daily at the request of a participant. The "Career Consultant of the Day" may also provide information to clients while assisting them in the Resource Room. Orientations are typically facilitated by staff from Title I, Title III, and other co-located partners. The Career Consultants determine suitability and eligibility for WIOA enrollment. Enrollment will occur upon completion of eligibility.

Once enrolled, participants will be assigned a Career Consultant/Case Manager. Although each participant is assigned to one Career Consultant/Case Manager, case management is not a stand-alone activity, there is a collaboration across programs and systems with a client-centered approach to address barriers to employment, develop individualized employment plans and activity timelines, determination of supportive services and/or training needs, provide job and career counseling, assist with placement and provide any needed follow-up services after the participant is employed. Communication across systems is facilitated through the primary assigned Career Consultant/Case Manager. All participant activity is tracked in CalJobs. Internal Monitors track all co-enrollments and coordinate with Career Consultants to avoid any duplication of services. To provide complementary services, Adult and Dislocated Workers may be co-enrolled with other programs such as Wagner-Peyser, Trade Agreements Act (TAA), Senior Community Service Employment Program (SCSEP), CalWORKS, Veterans Employment-Related Assistance Program (VEAP), and National Emergency Grants (NEG) and other discretionary programs. Using the grant codes provided by OC REGION, client records are coded accordingly to ensure that activities are added, closed and updated in a timely matter following established internal protocols.

The local AJCCs utilize California's internet-based job and case management system, CalJOBS. CalJOBS allows Orange County WIOA and AJCC partner staff to conduct intake and provide case management through an integrated, technologically-enabled platform. Both WIOA Title I and WIOA Title III Wagner-Peyser OC AJCC staff are trained to use CalJOBS. As CalJOBS

contains both WIOA Title I and WIOA Title III information, data-sharing and coordination of efforts are streamlined. For example, staff are able to view services that are being provided to participants in WIOA, Wagner-Peyser and TAA programs. This data integration also allows for tracking and reporting of co-enrolled individuals across these programs. Furthermore, through the use of the Generic Program in CalJOBS, the local boards have the ability to set up additional programs in the system that are party to the State Plan. Finally, other AJCC partner staff have the opportunity to use CalJOBS to better assist clientele and view services being provided, resumes, and job leads.

DECLARATION: Complete integration of data sharing across all system partners are somewhat contingent on state-led data-sharing and coordination efforts between core programs, nevertheless, the local boards are committed to ongoing evaluation and discussion to create cross-system data-sharing processes to better track participants and assess the value of workforce system investments.

STRATEGY: OC REGION effort to support and increase common intake integration will include plans for:

<p>The diagram illustrates a career path starting with 'ASSESSMENT' (including 'Establish Support' and 'Coach'), followed by 'CAREER PLANNING, PREPARATION, & TRAINING' (including 'Job Match & Support'), and 'JOB MATCHING & PLACEMENT' (including 'Post & Document Services & Outcomes'). The final stage is 'FOLLOW-UP' leading to 'CAREER'. Below this path, a 'Case Manager' is shown supporting the process, with 'STATE & LOCAL POLICY', 'MANAGEMENT INFORMATION SYSTEM SUPPORT', 'RECRUITMENT, STAFFING & PROFESSIONAL DEVELOPMENT', and 'SYSTEM SUPPORT' also contributing to the overall effectiveness.</p> <p>Model from US DOL Employment & Training Administration</p>	Evaluate and update guiding policy document for integrated intake	Cross-train staff members across systems	Conduct 360 process review
	Create teams based on function not program	Define and update referral procedures	Design a consistent customer flow
	Evaluate MIS ability to integrate data from multiple partners/systems	Assess linkages between existing MIS systems/ partners	Validate and implement comprehensive assessment tools and process
	Implement cross-system confidentiality agreements	Determine the appropriate combination of services for the participant to achieve their employment goals	Create and implement processes to support smooth transition to each step of the employment plan
	Identify distinction between short term and long term planning		

3L. OTHER MISCELLANEOUS REQUIREMENTS

3Li. Title II Program Applicants

Through its long-standing relationships with Adult Education and Title II programs in the region, the local boards continue to work collaboratively with the Adult Education community. Adult Education partners were involved in the core writing team for the local and regional plans. As part of the planning and development process, the Title II program applicants were able to contribute and review the local and regional plan. A goal of the local boards is to tactically align its workforce development programs to ensure that training services provided by the core program partners, including Title II programs, are coordinated and complementary so job seekers acquire skills and credentials to meet employers' needs. By aligning programs, Title II programs and the local boards shall work together in developing Title II applications for funding.

The local boards will make recommendations to eligible agencies to promote alignment with the Unified Local Plan. For example: one appropriate and efficient use of WIOA funds for serving participants who need/desire to finish their secondary education and/or improve their English skills is to leverage Title II WIOA funds. Braiding the Title II funds and services with Title I WIOA funds and services for Individualized Career Services and Training Services would contribute to the development of a career pathway system with multiple entry and exit points. Collaboration and participation in the regional and local plan development, confirmed support from the Adult Education Block Grant Consortiums to make their career technical education (non-credit) pathway courses available concurrently for students pursuing a High School Equivalency Test or Diploma, and/or receiving advanced ESL instruction when appropriate, so as to assist with the OC Unified Local Plan goals for Adult and Out of School Youth programs emphasis on supporting an educated and trained workforce. All students in Title II funded Adult Education

ABE/ASE programs who can provide a valid form of identification may qualify as basic skills deficient under WIOA Title I programs and may meet the priority eligibility requirements for adult career and training services in both the Adult and Out-of-School Youth programs.

Per the Memorandum of Understanding between the local boards and the partner agencies, which all of the AEBG consortia Members receiving WIOA Title II funds have signed, there is agreement that the most appropriate and efficient use of WIOA Title II funds is to serve participants who need or desire to finish their secondary education and/or improve their English skills and then to use Title I WIOA funds to support Individualized Career Services and Training Services. According to the MOU, Orange County's AEBG consortia will work with the local boards to develop a process for staff to receive appropriate training as well as work with appropriate contacts at the AJCC to register students with training or employment goals for the purpose of enrollment in the WIOA Adult or OSY programs. When appropriate, this may be accomplished through co-location of adult education programs and AJCC staff and services. There are many possibilities for both the local boards and AEBG consortia to leverage resources to better serve individuals in the Orange County region. By working together there is potential to significantly expand the number of participants that the local boards can effect in both Adult and OSY programs as well as those served by the AEBG consortia.

3Lii. WIOA Section 134(c)(3)(E) – Priority of Service Requirements

The local boards adhere to the requirements for priority of service regarding adult career and training services. Policy was developed using the EDD Workforce Services Directive WSD15-14 dated January 22, 2016 and the WIOA regulations. The policy is subject to change based upon further guidance from the Department of Labor. Per the local boards' WIOA Adult Program Priority of Service Policy, priority is given to veterans, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient. Priority of service is established at the time of eligibility determination and does not change during the period of participation. AJCC operators' staff have been trained on priority of service requirements and must document all barriers of employment to accurately measure populations served within the AJCC system. Partner agencies have also been notified of the priority of service requirements. For example, the local boards work closely with WIOA Title II Adult Education programs to recruit, identify, and serve recipients of public assistance, other low-income individuals, and particularly those individuals who are basic skills deficient.

OC REGION WIOA ADULT PROGRAM PRIORITY OF SERVICE POLICY (15-OCWDB-07) SUMMARY

As stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.

Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGE 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

- **Group 1:** First priority must be given to Veterans and eligible spouses who are also Economically Disadvantaged Adults (i.e. recipients of public assistance and other low income individuals) or individuals who are basic skills deficient.
- **Group 2:** Second priority must be given to Economically Disadvantaged Adults (i.e. recipients of public assistance or other low income individuals), or individuals who are basic skills deficient.
- **Group 3:** Third priority must be given to Veterans and eligible spouses who are not economically disadvantaged (i.e. not recipients of public assistance or identified as low income individuals) or are not basic skills deficient.
- **Group 4:** Fourth priority is given to other individuals such as Older Workers (55 and older), former Foster Youth, the Disabled, School Dropouts and Offenders who are not economically disadvantaged (i.e. not recipients of public assistance or not identified as other low income individuals), or not basic skills deficient.
- **Group 5:** Fifth priority is given to the underemployed workers who do fall within Groups 1 through 4 and who are in need of WIOA individualized services. Individuals who are underemployed may include:
 - *Individuals employed less than full-time who are seeking full-time employment;*
 - *Individuals who are employed in a position that is inadequate with respect to their skills and training;*
 - *Individuals who are employed who meet the definition of a low-income individual in WIOA Sec. 3(36); and,*
 - *Individuals who are employed, but whose current job's earnings are not sufficient compared to previous earnings*

3Liii. Narrative Content in Regional Plan

Sections and portions of the OC Unified Local Plan that are being addressed in the narrative content of the OC Regional Plan are identified in italics in the orange call out boxes preceding applicable content within the local plan.

Some Unified Local Plan content requirements may be addressed in the comprehensive OC Regional Plan whenever there is a shared regional responsibility and as such, narrative in the OC Unified Local Plan response may simply indicate and reference the way local services and operations are integrated into broader RPU regional efforts in these areas, as developed in consultation with required planning partners. A summary of portions of the local plan that are being addressed in the narrative content of the regional plan are identified in the table below accordingly. These sections should not be scored as part of the local plan and should be subtracted from the total possible points available on the scoring matrix.

1	Orange County Regional Planning Unit Cover Page	PREVIOUS SECTION	
2	Regional Planning Units (RPU) Regional Plan	PREVIOUS SECTION	
3	OC Unified Local Plan Orange County Development Board Santa Ana Workforce Development Board	Regional Plan Partial Reference	Notes
	A. Local Board Vision, Goals, and Strategy	Section 2B	Alignment with regional analyses
	B. Local Plan Alignment to Implement State Plan Policy Strategies	Sections: 2B, 2Aii	Background and system partners
	C. Specified Services and Service Delivery Strategies	Sections: 2Civ, 2D, 2E	Alignment and coordination with regional recommendations on career pathways and credential attainment
	D. America’s Job Centers of California	Section 2Evi	Applicable accessibility strategies
	E. Specific Programs, Populations, and Partners	Sections: 2Aii, 2Bv, 2Ei, 2Ev, 2Eviii	Coordination of programs and partners
	F. Grants and Grant Administration	-----	N/A
	G. Performance Goals	-----	N/A
	H. Federal High Performance Board Efforts	Sections: 2A, 2D	HPB Criteria
	I. Training Activities	-----	N/A
	J. Public Transparency, Accessibility, and Inclusivity	Section: 2Aii	Stakeholder engagement
	K. Common Intake and Case Management Efforts	-----	N/A
	L. Other Miscellaneous Information Requirements: (Title II, Priority of Service, Local Plan portions being handled in content of the Regional Plan)	-----	N/A

-----END OC REGION UNIFIED LOCAL PLAN NARRATIVE-----

ATTACHMENTS CAN BE FOUND IN THE FOLLOWING APPENDIX SECTIONS



Anaheim Workforce Development Board

Local Plan 2017-2020

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

Anaheim Workforce Development Board 2017-2020 Local Plan

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EXECUTIVE SUMMARY

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

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

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

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

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

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

LOCAL BOARD VISION, GOALS, AND STRATEGY

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

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

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

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

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

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

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

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

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

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

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

PROGRAM ALIGNMENT TO STATE PLAN POLICY STRATEGIES

Anaheim Workforce Development System

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

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

Alignment with State Plan – Seven Policies

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

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

SPECIFIED SERVICES AND SERVICE DELIVERY STRATEGIES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

AMERICA'S JOB CENTERS OF CALIFORNIA

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- Ensure that referrals will provide a direct link or access to other AJCC Partner staff that can provide meaningful information or service, through the use of co-location, cross training of AJCC Partner staff, or real-time technology (two way communication and interaction with AJCC Partners that result in Services needed by the customer).
- Ensure that the referral process will include specific staff name, the activity required, desired outcome and a method for communicating back to the referring agency that the service was addressed.

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

CITY OF ANAHEIM COMMUNITY AND ECONOMIC DEVELOPMENT DEPARTMENT

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

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

DEPARTMENT OF REHABILITATION

Program Represented: Vocational Rehabilitation Program

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

EMPLOYMENT DEVELOPMENT DEPARTMENT – UNEMPLOYMENT INSURANCE

Program Represented: Unemployment Insurance

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

EMPLOYMENT DEVELOPMENT DEPARTMENT

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

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

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

JOB CORPS

Program Represented: Job Corps

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

NATIVE AMERICAN PROGRAMS

Program Represented: Native Americans Programs

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

NORTH ORANGE COUNTY COMMUNITY COLLEGE DISTRICT

Program Represented: Career Technical Education; Adult Education and Literacy

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

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

Program Represented Title V Older Americans Act

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

ORANGE COUNTY SOCIAL SERVICES AGENCY

Program Represented TANF/CalWORKs

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

emergency assistance, such as but not limited to transportation, food, shelter, etc.;

Information on how to access services for families

See Attachment O for copies of MOUs

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

Migrant Seasonal Farmworkers are not active in our local area.

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

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

SPECIFIC PROGRAMS, POPULATIONS, AND PARTNERS

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

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

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

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

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

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

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

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

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

The AWDA will coordinate:

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

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

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

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

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

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

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

Supportive services must be designed to assure the following:

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

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

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

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

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

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

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

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

Administer locally and regionally aligned assessments

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

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

GRANTS AND GRANT ADMINISTRATION

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

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PERFORMANCE GOALS

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

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

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

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

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

FEDERAL HIGH PERFORMANCE BOARD EFFORTS

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

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

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

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

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

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

TRAINING ACTIVITIES

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

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

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

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

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

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

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

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

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

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

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

PUBLIC TRANSPARENCY, ACCESSIBILITY, AND INCLUSIVITY

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

COMMON INTAKE AND CASE MANAGEMENT EFFORTS

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

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

OTHER MISCELLANEOUS INFORMATION REQUIREMENTS

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

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

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

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

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

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

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

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

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

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

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

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

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

Administrative Documents List

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