

**Workforce Development Board of
San Luis Obispo County
Local Plan 2017-2020**

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EXECUTIVE SUMMARY



The local plan for the Workforce Development Board of San Luis Obispo County (WDBSLO) identifies the goals and strategies that we will use to continue development of the workforce system in San Luis Obispo County while aligning with our regional partners in the Coastal Regional Planning Unit (RPU).

San Luis Obispo County, with a population of 281,401, is located along the coast of Central California, midway between the major cities of Los Angeles and San Francisco. It is comprised of an area of approximately 3,300 miles with a coastline of 84 miles fronting the Pacific Ocean. The county is bordered on the north by Monterey County, on the east by Kern County and to the south by Santa Barbara County. San Luis Obispo has several tourist attractions and recreational areas, including Hearst Castle in San Simeon, visited by more than 70,000 people annually.

The County of San Luis Obispo, Department of Social Services is the administrative entity responsible for the oversight of WIOA Title I Adult, Dislocated Worker and Youth funds, staffed by an Administrative Services Manager, Program Manager and two Program Review Specialists who serve as staff to the Board. WDBSLO currently holds contracts with Goodwill Central Coast as the America's Job Center of California (AJCC) Operator and provider of Adult, Dislocated Worker and Rapid Response programs. Eckerd Youth Alternatives, Inc. (Eckerd) is the contracted provider for WIOA Youth Services.

WDBSLO has a single comprehensive AJCC located in the center of the county, in the city of San Luis Obispo (also the county seat). The county is quite large geographically, with four (4) sub regions, North County, Coastal, San Luis Obispo city and South County, making delivery of services a challenge to some of the rural areas. During the past year, we have implemented community based services to help address this issue. We are identifying new and innovative ways to continue to bring AJCC services to traditionally underserved portions of the county.

Our plan reflects growing collaboration with Cuesta College, San Luis Obispo County Office of Education, Economic Vitality Corporation and other community agencies, as invested partners, convening to identify new and innovative strategies to increase educational and employment opportunities for our shared job seekers and improve the overall economic health of San Luis Obispo County.

1. Vision, Goals, and Strategy of the Local Board and Partners

1.1 Description of the Local Board's Strategic Vision to Support Regional Economic Growth and Economic Self-Sufficiency.

Vision

The overall vision for the Workforce Development Board of San Luis Obispo County (WDBSLO) is to meet the needs of local and regional employers and job seekers through a system that is responsive to workforce needs as they emerge, utilizing labor market data and trends to anticipate future needs of our workforce. Our system is built on leveraging and braiding community resources and services and working with our partners to develop programs and strategies that contribute to a healthy economy for SLO County.

To support regional and economic growth and promote economic self-sufficiency, our vision includes:

1. Development of a strong workforce able to meet the demand of local and regional employers through alignment of education to meet workforce needs, with employer-led strategies.
2. Ensuring educational opportunities provide occupational skills identified as critical to local or regional employers.
3. Developing a regional workforce that is sufficient in numbers to meet employer demand for skilled employees (talent pipeline).
4. Developing opportunities for training that allow our jobseekers to compete in a regional labor market in living wage jobs.
5. Promoting career pathways that provide marketable, industry-recognized and stackable credentials to help the maximize jobseeker skills and ability to enter jobs that lead to economic self-sufficiency
6. Developing a workforce with access to educational resources and a job market that provides equal opportunity for all job seekers.

To achieve our vision, WDBSLO is working with our regional and local partners to increase opportunities for economic growth in the region and build additional opportunities for our job seekers to obtain employment leading to economic self-sufficiency as highlighted throughout this plan.

Local and Regional Employer Engagement Priorities

The Coastal Regional Planning Unit (RPU) is an 11,783-square mile area along California's central coast encompassing Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, each its own local workforce development area. The geography and demographics of these counties are similar and the industry sectors are heavily devoted to agriculture and hospitality/tourism. The RPU offers two geographic areas for sub-region opportunity as based on commute patterns: the Monterey Bay area where Santa Cruz and Monterey counties meet and the area where southern San Luis Obispo and northern Santa Barbara counties meet. The Coastal RPU identified priority industries through private/public partnerships with economic development and chambers of

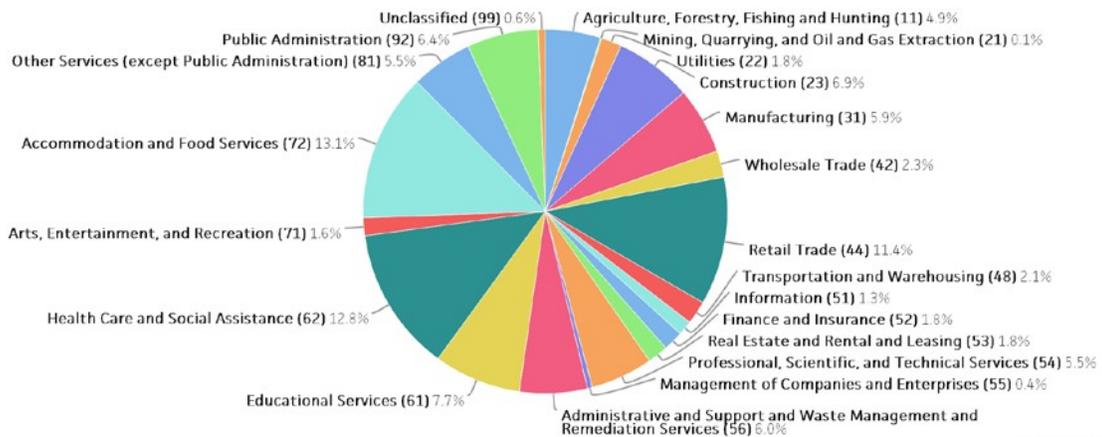
commerce during previous planning processes. Labor market data identified areas of prior economic growth and projections for future prosperity. We are utilizing this data to strategically identify where our workforce development efforts would best serve our jobseekers to help them attain self-sufficiency and support our employers to grow our region economically. Our regional plan contains most of the analytical background that helps guide our employer engagement. For purposes of this plan we have included a snapshot of our local data.

To identify the specific sectors that drive economic growth in SLO County, WDBSLO contracted with BW Research in 2015 to develop an economic and workforce development analysis of San Luis Obispo County, *Challenges and Opportunities for the SLO County Workforce Investment Board* (Appendix 1). This report set the foundation for industry cluster engagement, targeting training funds and identifying career pathways for the local area’s job seekers This analysis recognizes the division of San Luis Obispo County into 4 sub regions: South County – the area just south of the City of San Luis Obispo to the southern border of the county at Nipomo; San Luis Obispo City – encapsulates all of the City of San Luis Obispo; Coastal – including the communities of Los Osos, Morro Bay, Cayucos and Cambria; and North County – including the area from Santa Margarita to San Miguel, including Paso Robles, Atascadero and Templeton. The Clusters of Opportunity for San Luis Obispo County are:



As identified in Appendix 2, the largest sector in San Luis Obispo County, California is Accommodation and Food Services, employing 16,754 workers. The next-largest sectors in the region are Health Care and Social Assistance (16,358 workers) and Retail Trade (14,522). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Utilities (LQ = 3.39), Agriculture, Forestry, Fishing and Hunting (3.33), and Accommodation and Food Services (1.48).

Total Workers for San Luis Obispo County, California by Industry

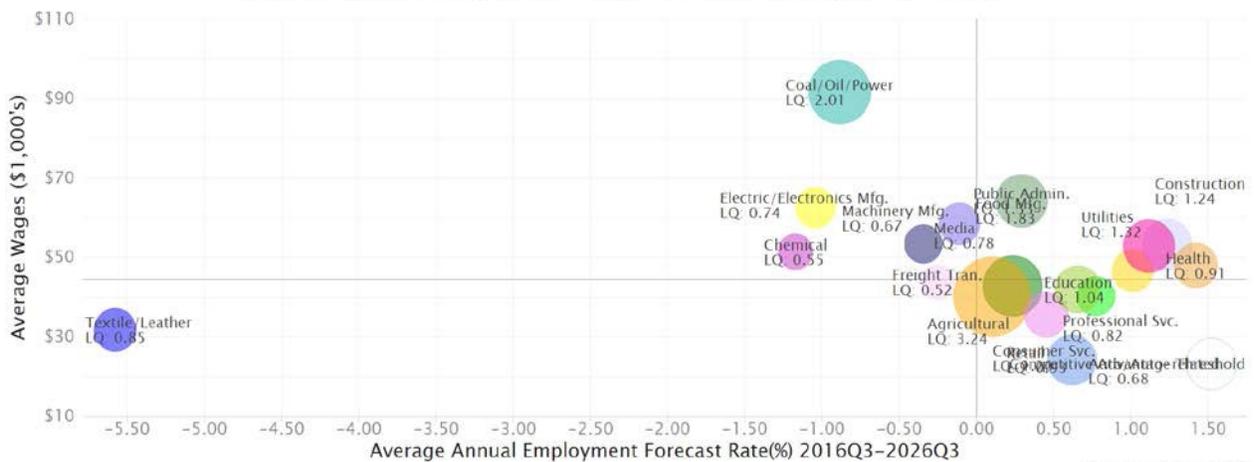


Source: JobsEQ® Data as of 2019Q3

Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2016Q1 with preliminary estimates updated to 2016Q3.

Over the next 10 years, employment in San Luis Obispo County, California is projected to expand by 8,687 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.4% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+2,476 jobs), Construction (+1,162), and Accommodation and Food Services (+1,049).

Industry Clusters for San Luis Obispo County, California as of 2016Q3



Source: JobsEQ® Data as of 2016Q3

The priority clusters represent just under half of all employment in San Luis Obispo County. While the clusters analyzed closely followed those identified in previous countywide reports, this report added relevant industries to the established clusters (such as real estate to Building, Design and Construction). The largest cluster, Uniquely SLO County, is representative of two economic drivers in SLO county, tourism and agriculture. Within the agricultural economy, wine grapes, cattle and strawberries are the largest commodities. While this cluster has a high proportion of jobs, many are Tier 3 jobs as defined below (entry-level, lower skill), but does offer many career pathways into management or middle skilled jobs.

In addition to identifying clusters, the *Challenges and Opportunities* report classified occupations as Tier 1, Tier 2 or Tier 3 occupations. The table below identifies characteristics of each Tier:

Tiers	
Tier 1	Includes manager, professional positions, and highly-skilled occupations. Typically, highest-paying, highest-skilled occupations in the economy.
Tier 2	Includes sales positions, teachers and librarians, office and administrative positions, and manufacturing, operations and production. Historically, provide majority of employment opportunities. Middle-wage, middle-skilled occupations.
Tier 3	Includes protective services (security guard), food service and retail, building and grounds cleaning (janitorial), and personal care (home health). Typically represent lower-skilled service positions with lower wages requiring little formal training or education.

Tier 2 and 3 jobs are of critical importance and include most of the occupations for which we would prioritize investment of training funds. Jobs within these tiers offer occupations that will move jobseekers on a career pathway to increase economic self-sufficiency. Our business engagement is occurring across all clusters with a focus on engagement with the Health Services as this is also a regional priority. Tier 3 jobs in Health Services include lower skilled jobs such as Home Health Aides. Particularly for health care jobs, these lower tier jobs serve as a clear career pathway to Tier 2 jobs, including Licensed Vocational Nurses or certified technicians such as Radiology Techs. This industry presents an excellent opportunity to move jobseekers into middle skill jobs, with industry recognized certificates and wages leading to self-sufficiency.

Industry Cluster	Occupational Tiers		
	Tier 1	Tier 2	Tier 3
Building, Design and Construction	18.4%	59.1%	22.5%
Green Energy	31.9%	59.6%	8.5%
Health Services	22.6%	36.6%	40.8%
Knowledge & Innovation	26.2%	50.6%	23.2%
Specialized Manufacturing	22.0%	67.4%	10.6%
Uniquely SLO County	5.8%	15.5%	78.7%

WDBSLO, in collaboration with the Coastal RPU, is currently working on employer engagement, focusing on health care as a priority sector through our Slingshot initiative. Our Slingshot effort focuses on a partnership between economic development, workforce development, and educational institutions working to support and grow the health care industry. Our goals are twofold:

1. Redesign services to help workers build needed skills, find good jobs and realize positive economic mobility (head of household jobs),

2. Identify and meet the needs of local and regional employers.

Critical to this initiative is the convening of employers to identify industry-led priorities to grow the industry and identify champions in industry who are passionate about their community to lead the priorities. Initial employer meetings have occurred in three (3) of the four (4) local areas and preliminary plans are in place for the final RPU partner convening. The process included identifying our champions and utilizing our mentor, John Melville from Collaborative Economics (CE) and CE's Industry Engagement Toolkit as a guideline for engaging with our employers. Strategies based on the initial engagement session for WDBSLO are discussed further in the plan.

Goals and Strategies

The WDBSLO goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment) include:

1. Identifying additional opportunities for training in the local area.

- ✓ The Eligible Training Provider List (ETPL) offers limited opportunities in San Luis Obispo County. We are working with Cuesta College (Cuesta), most specifically, to increase courses on the ETPL, and to inform local workforce staff of the advantage of utilizing the community college system for training.
 - Increasing knowledge and access to Cuesta's courses provides valuable resources to assist individuals who are low income, receiving public assistance, may have learning or physical disabilities or other barriers to employment. Collaboration with Cuesta provides an excellent opportunity for co-enrollment as the college and WIOA performance standards are aligned to increase credentials and assist jobseekers to enter training related employment.
- ✓ On the Job Training (OJT) is a valuable resource, but is under-utilized in the local area. We will work with the AJCC Business Services staff and the network of other job developers in our area to promote the advantages of OJT to increase training opportunities for our job seekers and meet the hiring needs of local employers.
- ✓ Apprenticeships are an untapped resource in SLO County. We are currently compiling a list of local contacts, eligibility requirements and other relevant information regarding apprenticeship opportunities in our area to share with our job seekers. We will work with our labor partners to increase access and awareness to apprenticeship opportunities.
- ✓ Identify additional training opportunities for youth, particularly in career pathways in priority clusters.
 - Eckerd Youth Alternatives, Inc., our WIOA youth service provider, currently offers training many occupational skills, including but not limited to: customer service; OSHA10; computer skills; Certified Medical Administrative Assistant; and para educator. We will build on this catalog of trainings for our youth.

2. Expanding our employer engagement efforts to all clusters to identify needs, skill gaps and employer-led strategies to ensure workforce development efforts support employer identified needs.
 - ✓ Using health care industry engagement (Slingshot) as a model, we will prioritize additional cluster engagement based on labor market data (including information such as industries/occupations with most job openings in jobs leading to self-sufficiency) and employer identified need.
3. Development of sufficient talent pipelines for the wide variety of occupations businesses require to staff the growing demand for services across local area and region.
 - ✓ This goal relies on business engagement to identify current and projected job openings and talent needs for the future (in combination with labor market projections). To ensure there are sufficiently trained jobseekers, we must plan accordingly for employer expansion and work with education providers to ensure timely implementation of needed curriculum.
4. Collaborate with community college and other training providers to identify strategies to increase opportunities for job seekers to access training and education that lead to degrees and/or industry recognized credentials.
 - ✓ Collaboration between the WDBSLO, the AJCC and Cuesta College increased significantly over the past year. Most essential, is the possibility of co-funding a job developer/case manager on the Cuesta campus which we believe is critical to the support of our shared jobseekers. This staff support will ensure our jobseekers have access to supportive services that may eliminate barriers to attending training (such as lack of transportation) and provide one-on-one assistance with individuals entering the college system, increasing the likelihood that individuals will complete their courses and obtain their degrees/certificate.
5. Ensure degree and certificate programs are designed to prepare local residents for jobs and career advancement with cluster companies and provide opportunities for stackable credentials.
 - ✓ Cuesta College hosts business advisory committees to seek input on curriculum and to ensure instruction reflects employer need. Cuesta staff invited AJCC and WDBSLO staff to attend these meetings eliminating the need to convene separately. This opportunity allows both partners to hear employer feedback and make adjustments to our systems collaboratively to meet the employer need. This is a relatively new partnership in our area and one of which we are particularly proud. We anticipate this collaboration will lead to the development of new and innovative strategies for increasing educational opportunities.

Performance Goals

Workforce Development Board staff as part of the Coastal RPU, participated in performance negotiations with the State of California Employment Development Department (EDD) and State of California Workforce Development Board (CWDB). WDBSLO conducted an analysis of previous goals and demographics of the individuals accessing services through the AJCC to help set preliminary targets for negotiation. The goals established in collaboration with EDD and the CWDB are attainable and provide for continuous increase and improvement into program year 2017-2018. The WDBSLO will review quarterly performance to ensure performance goals are not just met, but exceeded. Strategies for continuous improvement will include working with the AJCC and Youth providers to establish new and innovative ways to develop services that meet the needs of jobseekers and employers, while increasing performance at the same time. The negotiated performance goals for program years 2016-2017 and 2017-2018 are included in Section 7.

1.2 Strategy for Core Programs and Other Required Partners to Align Resources to Achieve the Strategic Vision of the Local Plan.

To meet the local needs of our job seekers, WDBSLO convened all required partners (identified in chart below) to develop a Phase I Memorandum of Understanding (MOU) to ensure alignment of available resources and achieve the strategic vision of the local plan. While not all partners are located in the single comprehensive AJCC, all partners participated and provided input to develop an MOU reflective our overall desire to improve the services for job seekers and employers. Over a series of meetings, partners developed the vision, strategies and identification of services that they felt were critical to the success of our system. A comprehensive referral process resulted that includes identification of key contacts at each agency, utilization of a common referral form, and cross training that will lead to more relevant referrals and coordination of services.

Workforce Development Board of San Luis Obispo County Partners	
Agency	Representing
County of San Luis Obispo, Department of Social Services	WIOA Title I, Adult, Dislocated Worker and Youth TANF/CalWORKs
Cuesta College	WIOA Title II Carl Perkins Career Technical Education
State Employment Development Department	WIOA Title III Veterans Trade Adjustment Act Assistance Unemployment Compensation
State Department of Rehabilitation	WIOA Title IV
Center for Employment Training	Migrant Seasonal Farmworkers Community Services Block Grant
PathPoint	Older American's Act
Housing Authority of San Luis Obispo	Housing and Urban Development

The identification of services during this process brought forth opportunities to identify similar services that potentially can be aligned to eliminate redundancy in partner systems. As an example, several partners use the Comprehensive Adult Student Assessment System (CASAS) to assess basic skills. By sharing this tool across partners, we eliminate the need for our customers to take multiple tests (more efficient for the customer) and we can all use the results of the same tool (more efficient for staff). The identification of opportunities for alignment will create efficiencies for all customers seeking services through the AJCC and partner systems by eliminating duplicate services and streamlining referral processes.

Upon completion of the MOU, AJCC partners (including the WIOA Youth Services provider) participated in training and information sharing sessions, a process that will continue to ensure all staff are aware of protocols, eligibility requirements, and basic policies for partner agencies. This process will help ensure referrals between the partners consider the customer's needs and reduce referrals for services for which a customer may not qualify. Information sharing between programs will allow case managers to align resources, define services needed for participants and identify opportunities for braiding and leveraging funding. Our partners will be invited to participate and attend trainings, workshops, webinars and conferences to ensure knowledge of WIOA is shared beyond WDBSLO and AJCC staff.

To further support core programs and alignment of resources, the WDBSLO has established a Services and Strategies Committee. This committee currently meets monthly as they continue to build membership, establish their charter and identify action items and goals for committee. The committee will focus on ensuring services are in place for individuals with barriers to employment and access to services meet the needs of individuals, including those with disabilities, to enter or re-enter the labor market. They will review partner services and processes and look for opportunities to streamline services and share customer data. Partners from core programs, in addition to community based organizations serving individuals with barriers to employment, have been invited to participate on this committee. This committee will convene ad hoc committees as needed to address specific needs of the community.

In addition to the MOU development, all partners have been involved in the development of this strategic plan (which is based on the principles crafted by the partners during the MOU process) by providing data, information and feedback on the information included in the plan. The plan was shared with all partners in the system during the public comment period and will be brought before the full WDBSLO, Executive Committee and the Board of Supervisor's for final review.

Strategies

1. Schedule regular training sessions for AJCC and partner staff to ensure referral processes and services are responsive to customer need.
2. Continue monthly Services and Strategies Committee meetings to define action items and goals to improve local workforce development activities.
3. Periodic review of MOU to make adjustments and updates as necessary.

2. Local Program Alignment to Implement State Plan Policy Strategies

2.1 Workforce Development System Programs

The local area workforce development system has a single comprehensive center located in San Luis Obispo, at the center of the county, and provides community based services at various locations both in the North and South county. Three partners, AJCC Operator and service provider -Goodwill Central Coast, Department of Social Services and Employment Development Department staff are co-located at the comprehensive site. Other system partners are engaged in the workforce development system and provide services via a referral process, utilizing a common referral form, designated points of contact and cross-training of staff.

The AJCC includes other non-WIOA grant funded programs located on site which enhance cross referral opportunities and broaden the spectrum of services. Other on-site programs include CalWORKs Extended Subsidized Employment, EDD Veteran’s Program, PAPÁS – a fatherhood involvement program, and a Supportive Services for Veteran Families (SSVF) program.

Due to the large geographical area of SLO County, the AJCC implemented community-based services, bringing the services to the area’s most in need. In Paso Robles (North County), services are delivered from the Housing Authority of San Luis Obispo (HASLO) site. In Arroyo Grande (South County), services are delivered from the Community Action Partnership of San Luis Obispo (CAPSLO). Both of these locations serve customers with similar demographics and have a mission to increase the employment and wages of their customers. Their missions align perfectly with WIOA and offers great opportunity to leverage resources for the benefit of our mutual customers.

The following services are available to Adult and Dislocated Workers through the AJCC:

Services for Adults/Dislocated Workers	
Basic Career Services	
• Eligibility for AJCC Services	• Outreach
• Intake	• Orientation
• Initial Assessment of skill levels	• Labor Exchange
• Job Search and Placement Assistance	• Career Coaching
• Labor Market Information	• List of training providers including cost
• Local Area performance information	• Availability or referral to supportive services
• Eligibility for financial aid	• Assistance regarding UI filing
• Assistance with Resume Preparation	• Job Search Workshops
Individual Career Services	
• Comprehensive assessment	• Development of Individual Plan
• Group/Individual counseling	• Career Planning
• Pre-vocational services	• Internships/Work experience
• Workforce preparation activities	• Financial literacy services
• Out of area job search/relocation	• English language acquisition

<ul style="list-style-type: none"> • Follow up services 	
Training Services	
<ul style="list-style-type: none"> • Occupational Skills 	<ul style="list-style-type: none"> • On the Job Training
<ul style="list-style-type: none"> • Skill Upgrade and Retraining 	<ul style="list-style-type: none"> • Entrepreneurial Training
<ul style="list-style-type: none"> • Apprenticeship/Pre-Apprenticeship 	<ul style="list-style-type: none"> • Customized Training
<ul style="list-style-type: none"> • Incumbent Worker Training 	<ul style="list-style-type: none"> • Pay for Performance Training

Expansion of services

Recognizing the need to develop a stronger partnership with the local community college, the WDBSLO, AJCC and Cuesta College staff are in discussion on a variety of approaches to expand services on the community college campuses. Included in this discussion are the potential co-funding of a job developer to work from the Career Connections office located on the main Cuesta College campus and the co-location of AJCC staff at the North County Cuesta College campus in Paso Robles on a part-time basis. This expansion will lead to increased customer access to training leading to degrees and/or certificates and provide additional support to help students successfully complete their training.

2.2 Supporting the Seven Policies Identified in the State Plan

WDBSLO will work with all the core programs and other workforce development programs in a variety of ways to support the seven policies identified in the State Plan.

Sector Strategies – Aligning workforce and education programs with sector needs

WDBSLO will promote sector strategies and initiatives by identifying employer-driven sector partnerships of industry, education and training that focus on workforce needs of key industries in San Luis Obispo County as well as areas in the Coastal RPU. Focusing on our Clusters of Opportunity, we will develop sector strategies that ensure employer needs are met and jobseekers have the skills necessary to gain employment in target clusters. Our strategy relies on open dialogue with business and partners to identify creative solutions to meet the recruitment, training and retention needs of business.

WDBSLO, San Luis Obispo County Office of Education (SLOCOE), Cuesta College, and the local economic development agency – Economic Vitality Corporation(EVC) have committed to work collaboratively to engage business to identify opportunities for development of sector strategies. As SLOCOE, Cuesta College and EVC already have industry or business advisory boards, the partner’s mutually agreed to utilizing the current committees rather than host separate WDB business engagement meetings. The information gained from the advisory boards will guide us as we focus our training investments on workforce and education programs within key industries. We have a common mission to develop services that address the needs of our employers.

Health Services was identified as a priority sector for business engagement and sector strategies in all local areas of the RPU and is the focus of our Slingshot Initiative. The Slingshot initiative, as identified in the Coastal RPU Plan will serve to establish the protocols and practice for addressing the priority and emerging sectors for the local area. Staff will replicate similar processes for business

engagement in all priority sectors to ensure workforce development efforts are in line with employer identified needs. Information regarding the clusters for WDBSLO is provided in Section 1.i.A of this plan.

Strategies

1. Continue collaborative business engagement with education and economic development partners to further develop knowledge of sector needs.
2. Participate in partner advisory boards meetings to gain insight on employer needs across all industries/sectors and convene employers if such meetings are not yet occurring in a particular industry.
3. Target funding for training that leads to degrees/certificates in priority sectors

Career Pathways – skill development through education/training with multiple entry/exit points

The process for developing and identifying career pathways in the San Luis Obispo County region is led by ongoing partnership and collaboration with our local education partners. Both Cuesta College and SLOCOE (particularly through the Career Pathways Trust grants) have gathered and developed substantial information on career pathways and consult with business advisory committees to ensure curriculum meets the needs of business.

Career pathways are identified with job seekers during the process of developing and Individual Employment Plan (IEP) or Individual Service Strategy (ISS). Our contracted service providers utilize career pathway information to assist job seekers in determining not just a first job – but a path to obtain economic self-sufficiency. Staff are able to work with jobseekers to identify training providers to help attain credentials/certificates in pathways to assist with lifelong learning and progression in their chosen field.

WDBSLO are participating in partner meetings designed to connect the regional education system with employers, securing employer/industry input into curriculum development, and the alignment of educational offerings and the needs of workers and employers into relationships between stakeholders. As we develop our knowledge in this area, WDBSLO will identify opportunities to hold additional sessions with our career pathways stakeholders.

Strategies:

Increase understanding of the Career Pathways among priority sector employers, staff and partners.

1. Actively engage in opportunities to collaborate with Community Colleges, Education Providers, and priority sector employers, and participate in partner advisory committee meetings to identify activities that support career pathway development.
2. Provide materials relevant to career pathways for jobseekers in both Adult/DW and Youth programs.
 - Utilize materials developed by SLOCOE and Cuesta College for career pathways.

Organizing Regionally to build partnerships and strategies to support regional economic growth

The Coastal RPU has a strong history of partnership and is looking at a variety of options to increase regional economic growth. The RPU is currently collaborating on expanding business engagement through the Slingshot initiative. Our focus is on the health care sector. The health care industry was chosen because it is well represented across the four (4) counties, is growing, and provides opportunities for income mobility. The region is being mentored through the process by Collaborative Economics. Employer convening’s in three (3) of the four (4) local areas have occurred with the healthcare employers identifying local priorities, and mobilizing for action locally. These actions will expand regionally where there are shared priorities with other counties. The slingshot initiative will serve to establish protocols and promising practices that RPU members may use as they address other priority and emerging sectors in the future.

For WDBSLO, the first Slingshot convening identified a wide variety of key opportunities for growth of the health care sector in the region:

- ✓ Growing markets, including shifting demographics – increasing demand from an aging population, people living longer, growing demand for high-quality, specialty health care services, improving mental health awareness by society generating demand.
- ✓ New technologies, restructuring – new treatment modalities, new oncology regimens, medical-dental integration.
- ✓ Policy catalysts – increasing number of insured through ACA, prevention/upstream focus to improve health outcomes, new legal responsibilities to provide mental health care to the incarcerated.

From this convening the following industry priorities were identified:

Industry Identified Priorities for SlingShot Initiative
<i>Growing the Nursing Talent Pool</i>
<ul style="list-style-type: none">✓ Business leaders were in strong agreement that the most important requirement is access to quality talent. While a range of occupations were identified (e.g., nurses, technologists, dental assistants, etc.), the need for registered nurses was more pronounced—in particular, specialty RNs in acute care settings. In response, a new consortium of chief nursing officers will be formed to develop a collaborative approach and action plan to growing the nursing talent pool in the region.<ul style="list-style-type: none">○ The San Luis Obispo Health Care Industry Partnership helped launch and support a new consortium of chief nursing officers to develop a collaborative approach and action plan. It will launch a team on health career awareness-building. And, it will convene CEO leaders to design and launch a sustainable, collaborative group to champion health care industry priorities.
<i>Reaching Youth Early to Build Awareness of Health Care Careers</i>
<ul style="list-style-type: none">✓ Employers agreed that communications about the local health care industry will need to be improved to create a more positive image and perception among youth and potential employees. In addition to message, employers agreed that there has yet to be an industry-

wide effort to reach youth early and build awareness of the wide diversity of health care careers in a way that will build the long-term talent pipeline for the industry. Potential actions to address this need: a collaborative approach to health care career awareness-building (e.g., focusing on local elementary and high school students), and inclusion of health career information in all health-related curriculums (at all education levels).

Create a Collaborative Catalyst to Champion Health Care Industry Priorities

- ✓ Several other needs were raised at the meeting—including workforce housing, prevention, industry image/promotion, and changes in state policy. The conclusion reached was that there needed to be an industry-led group that could act as a catalyst, working alone and with others depending on the issues (e.g., workforce housing) to champion action.

Strategies:

1. Support the work of the chief nursing officers to develop a collaborative approach and action plan. (Second meeting of this group is scheduled for January 17, 2017)
2. Work with SLOCOE and Cuesta College to launch a team on health care awareness-building in collaboration with business advisory groups and Career Pathway Trust grant initiative.
3. Convene CEO leaders to design and launch a sustainable, collaborative group to champion health care priorities.
4. Convene leaders in sectors other than healthcare to begin similar work.

Earn and Learn

WDBSLO will continue to support “earn and learn” opportunities in a variety of approaches including work experience, On-the-Job training and Apprenticeships. We believe combining applied learning opportunities with compensation (while facilitating skills development) in the actual labor market is one of the best ways for our customers to obtain the work-based skills they need to become successful.

WDBSLO and AJCC staff are increasing business engagement efforts to inform employers of opportunities available that may assist them in acquiring needed talent. As part of the business engagement efforts, employers are informed of on-the-job training and other business incentives to help meet their hiring needs. Information for employers will be disseminated during face-to-face meetings, during community outreach events, and through use of social media.

Additionally, staff are working with labor representatives to identify apprenticeship opportunities in San Luis Obispo county and promote the apprenticeship opportunities with the AJCC and Youth program staff. Staff are working to identify local contacts, eligibility requirements and recruitment information for all apprenticeship programs in the county of San Luis Obispo for inclusion on the www.SLOworkforce.com website. We believe apprenticeship opportunities are under-utilized in our area and are committed to increase these opportunities by working closely with organized labor representatives on the WDB and the Division of Apprenticeship Standards

Most recently, San Luis Obispo County Office of Education was awarded a \$1 million grant for an Apprenticeship program in the information/computer technology field. We are extremely excited about this new opportunity and are looking forward to identifying employers to partner in this endeavor. Two high-need areas have been identified as a focus for this apprenticeship, Computer Support Specialist – Cyber Security and Computer Support Specialist – Help Desk/Networking. We anticipate this opportunity will serve as a model to develop additional apprenticeship programs led by our education partners to further increase the earn and learn opportunities in our county. Innovative projects such as this will help build our capacity to fill the need of employers in growing and emerging occupations, particularly in the Knowledge and Innovation cluster.

Strategies

To increase “earn and learn” opportunities the WDBSLO will implement the following strategies:

1. Increase staff knowledge and capacity in the areas of Apprenticeships and Pre-apprenticeship training models identified by local employers and industry representatives.
2. Add local information regarding apprenticeship opportunities to the www.sloworkforce.com website.
3. Increase employer awareness of OJT, particularly among cluster employers
 - Develop an outreach presentation on OJT geared towards employers.
 - Refine OJT employer outreach materials.
 - Expand the OJT information sessions at the AJCC to include employers.
 - Expand business outreach efforts utilizing WDB, AJCC and Youth staff.
 - Utilize CaJobs and Social Media to share information with job developers and other staff contacting employers regarding business services.

Supportive Services

WDBSLO provides supportive services for eligible participants to participate in WIOA activities or employment when the individual is unable to obtain such services through other resources. Our case managers are knowledgeable of community resources and other sources of funding available in the area (including through TANF funding) and leverage these resources whenever possible. Allowable supportive services include, but are not limited to: childcare, transportation, counseling, bus passes, clothing as required and necessary for a job and/or to facilitate program completion by those enrolled in training and education courses. Our most requested supportive service is transportation assistance. Primarily this need is met through bus passes or through gas cards. For youth, access to driver’s training is a common request. Due to the remoteness of some areas, buses do not run or run on a limited basis to the more rural areas. It is critical for youth to obtain their driver’s license so they are able to obtain employment or attend educational opportunities anywhere in SLO county.

Building Cross System Data Capacity

Although a formal Cross System Data Capacity system is not currently in place, WDBSLO is working with partners to align practices and data collection where possible. Referral tracking is accomplished through use of the universal referral form. All partners to the MOU have agreed to share the

common form and staff will continue to develop options for tracking cross system referrals and outcomes.

CalJOBS is utilized by the AJCC and Youth provider staff for participant tracking and case management. Staff have the ability to track co-enrollments when such information is provided by participants or referral agencies. The use of CalJOBS allows staff to access real-time participant information and links data between partner agencies who also utilize the system. It is our goal to encourage partners to use this system as a more efficient way to case manage our shared customers.

WDBSLO will continue efforts to increase cross system data capacity by:

1. Conducting a survey of systems and data collection methods to see what data elements are collected and by whom.
2. Formalize tracking of referrals through CalJOBS or other means.
3. Encourage partners to use CalJOBS as a data tracking/case management system.

Integrating Services and Braiding Resources

The WDBSLO has adopted a service delivery model for its AJCC which focuses on integrating and braiding services to benefit our customers whenever possible. Both WIOA and Wagner-Peyser EDD staff are located in the comprehensive AJCC and serve job seekers and employers with a seamless service approach. AJCC staff participate with EDD staff in many workshops to provide job seekers with information on the full array of services through the AJCC system. All partner staff in the AJCC attend regular center meetings to share information and develop best practices for delivery of services while reducing duplication and ensuring customers receive service through a no-wrong door approach. AJCC staff, particularly WIOA and EDD employees working with employers are tracking their engagement efforts through CalJOBS for recruiting employers, or in the CRM for marketing. Doing so provides all staff with access to previous case notes and activities, to ensure a continuum of services, regardless of employer or funding source for staff.

The AJCC also has other non-WIOA grant funded programs located on site which enhance cross referral opportunities and broaden the spectrum of services. Other on-site programs at the AJCC include CalWORKs Extended Subsidized Employment, EDD Veteran's Program, PAPÁS – a fatherhood involvement program, and a Supportive Services for Veteran Families (SSVF) program. AJCC staff also provide WIOA services at the County jail to inmates who are soon to be released and are engaged in a vocational program while incarcerated. These services engage individuals while incarcerated which encourages their connection to AJCC services upon being released. This WIOA service strategy supports the successful re-entry of these individuals by assisting them with finding immediate job placement post-release, a known factor in reducing recidivism. The AJCC is also teaming up with Cuesta College who facilitates GED and High School Diploma courses at the jail to join class sessions to inform inmates of services available through the AJCC.

Strategies:

1. Continue partner meetings, particularly through the Services and Committee to identify additional options and opportunities to integrate, braid and leverage funding to maximize services for job seekers and employers.

2. Continue collaboration with other organizations to streamline services and reduce duplication and identify additional opportunities to share data to benefit of jobseekers or employers.

3. Specified Services and Service Delivery Strategies

3.1 Expansion of Access to Employment, Training, Education, and Supportive Services for Eligible Individuals, Particularly Eligible Individuals with Barriers to Employment.

The WDBSLO, working with all AJCC partners, ensures access to employment, training, education and supportive services through the local One-Stop system which is committed to the core principals of the WIOA including universal access, customer choice, and seamless service. The system includes the participation of key workforce partners, including EDD and DSS which are co-located partners in the AJCC. Services at the center address the needs of all job seekers through integration of services and a comprehensive and informed referral process that includes use of a common referral form and designated points of contact for all partners. The AJCC partners established the foundation for the AJCC service delivery system though the MOU Phase I. The MOU includes a matrix of services to help partners identify linkages to programs, services and activities for client referral and to eliminate duplication of services.

WDBSLO has implemented a local policy ensuring priority of service for veterans and eligible spouses as well as a priority of service for recipients of public assistance, low income individuals and basic skills deficient individuals for career and training programs through the WIOA Adult formula funding stream. We are working with TANF partners to increase awareness and expand access to recipients of public assistance. Currently, WDBSLO provide information on WDB and AJCC services for incoming TANF eligibility staff during the intensive staff training process. To further ensure individuals with barriers have access to services, the WDBSLO established the Services and Strategies Committee, chaired by Scott Black from the State of California Department of Rehabilitation, to focus on the needs of all individuals with barriers to employment and access to workforce development services. This committee will further review ways to expand access and ensure we meet the needs of individuals who may experience barriers accessing services through regular channels.

To address the need to provide access to services throughout the county - AJCC staff conduct informational sessions with community based organizations to share information and ensure our community partners are aware of and can speak to the benefits of AJCC services, including how and where to access services. Most services, particularly through CalJOBS, are easily accessible, 24 hours a day, to any individual with access to the Internet. Realizing some customers need assistance beyond those accessible through CalJOBS, we have expanded our community based services over the past year. AJCC staff and services are available at the Housing Authority in Paso Robles and through Community Action Partnership in Arroyo Grande to provide services in the community. We are currently in discussions with Cuesta College to expand services through their Career Connections center in SLO and will have a presence in their Paso Robles center in the northern portion of the county as well. These programs are further highlighted throughout the plan.

Although SLO County does not have a high ratio of English-as-a-Second Language (ESL) customers, we do ensure Reception staff at the AJCC are bilingual (Spanish) and are informed on how the CalJOBS system includes translation services into to ensure individuals with limited English proficiency may

access services. Should individuals with other language barriers need access, we would assist with locating the appropriate translation services to enable them to access services.

The AJCC is compliant with the American with Disabilities Act (ADA) and the WDBSLO reviews on-going compliance via on-site visits during the biennial self-assessment process (BSA). With EDD as a partner in our center, we ensured all accessibility concerns were addressed and we facilitate access to services including wheelchair accessible work stations, visual enhancement computer monitors and audio enhanced telephones.

Strategies

1. Continue staff development to ensure staff have sufficient training to eliminate accessibility issues for customers.
2. Convene additional community groups to ensure all individuals have access to appropriate programming.
3. Conduct community outreach to increase awareness of AJCC services and develop additional access points for entry into the local workforce development system.

3.2 Facilitate the Development of Career Pathways and Co-Enrollment

The process for developing career pathways in the San Luis Obispo County region includes ongoing partnership and collaboration between Cuesta College, EVC, priority sector employers, SLOCOE (recipient of \$6 million California Career Pathways Trust grant) and WDBSLO. There is awareness among all partners that there is a need to increase availability of Adult basic education, employer/industry input into curriculum development and understanding, co-enrollment efforts and awareness of the educational needs of workers. To avoid duplication efforts, we are communicating with each other on how we can share already established committees convening employers for input into various systems.

The purpose of the SLOCOE Career Pathways Trust Grant is to link partners (business) with students to expose the youth to local high skill, high wage and high growth industries. This is done, in part, through industry-led development of career pathways, articulation with community colleges (including dual enrollment), fostering leadership through industry-focused organizations and creating workplace experience. The work done through this grant will assist with the core development of career pathways. WDBSLO staff are participating in the advisory committees for this grant which provides critical information from the engaged employers regarding industry needs.

Similarly, Cuesta College career and technical education programs have business advisory committees tasked with ensuring curriculum meets the need of businesses with employment opportunities in the pathways. These efforts focus on clusters of opportunity and particularly on livable wage jobs. WDBSLO and AJCC staff are attending these advisory committee meetings to participate in conversations and gather employer feedback and input.

WDBSLO is still in the learning stages of career pathway development. We will continue identifying the best tools for our Adult and Youth to use to ensure they have sufficient information on career pathways. We will continue work with education and business to provide input to the regional

education system as it relates to developing career pathways, and ensure that there is a process for obtaining the necessary information and input from priority sector employers.

Strategies:

1. Participate with business advisory committees for Cuesta College, EVC and SLO COE.
2. Share information and build understanding of the Career Pathways among priority sector employers.
3. Identify resources available to jobseekers regarding career pathways and most easily accessible and useful tools.
4. Identify career pathway programs, determine any deficits and convene partners to identify strategies to address deficits.

3.3 Improve Access to Post-Secondary and Industry-Recognized Credentials

The WDBSLO will continue to work closely with education partners to increase access for individuals to obtain recognized post-secondary credentials. With limited providers in the area on the ETPL, it was critical for the community college to increase courses on the ETPL to help meet local training needs. Over the past year, Cuesta College added a significant number of certificate programs to the ETPL. Staff at the AJCC and Cuesta are working together to develop knowledge of the available courses and how the AJCC customers may benefit from enrollment in the courses. To further enhance this effort, AJCC staff will be increasing their presence on both the main Cuesta College campus in SLO and the campus in Paso Robles. Co-enrollment of students in WIOA and Cuesta College will provide additional support systems to increase the likelihood of students completing their education and obtaining certifications in their chosen occupation.

WDBSLO staff will continue meeting with Cuesta and other education partners and the employer community to identify additional opportunities to provide or develop curriculum leading to the attainment of industry-recognized certificates.

3.4 Facilitate Engagement of Employers in Workforce Development Programs

WDBSLO will facilitate engagement of employers through business outreach; meetings and forums utilizing the methodology identified for Slingshot; through business advisory groups with the EVC, Cuesta College and the Career Pathways Trust grant partners; and will convene other relevant employers/partners where such convening's are currently not occurring. Small employers are part of our regular business engagement process.

Through layoff aversion and business engagement efforts, staff and contracted service providers will strategically contact employers to identify how workforce development services may enhance business for each individual employer. Engagement efforts will be tracked using the CalJOBS system and CRM to ensure partners are working together. EconoVue data will be utilized to help identify high and medium risk employers to potentially mitigate downsizing or layoffs when possible. The identification of high and medium risk employers will be utilized as a tool for staff to prioritize employers for layoff aversion or other business services.

Employer networking sessions are held at the AJCC to share resources among employers and promote awareness of AJCC services. In addition to larger job fairs held in the community and job fairs implemented in response to Rapid Response events/layoffs, industry specific job fairs are also held at the AJCC providing direct access to particular employers/occupations in the local community based on identified need and/or interest.

3.5 System Design to Meet the Needs of Business

The Business Council, a standing committee under the WDBSLO, is focused on services to and for employers, including training of incumbent workers, new hires, and potential hires that meet the workforce needs of high demand sectors by preparing skilled workers for employment in competitive and emergent industry sectors. The Business Council currently includes local area employers and representatives of the K-12 and community college education partners. The Business Council will also develop goals and strategies to assist with initiatives identified through the Slingshot process. We are in the process of identifying and recruiting additional members to this committee.

The Business Council is tasked to develop and recommend business services policy; broaden employment and training policy to incorporate the needs of employers, and establishes linkages with other organizations serving businesses. The Business Council's most recent work included a survey to identify basic employer workforce needs. We received responses from over 100 employers, many of whom expressed interest to engage further with the local board. This survey will help identify opportunities for the WDBSLO and partners to develop training to help address employer identified skill gaps. The Business Council will review the survey results at the end of January, 2017 and identify next steps for action. The Business Council meets every other month to ensure business concerns are addressed in a timely manner.

As part of the Layoff Aversion services, the contracted service provider, Goodwill Central Coast (Goodwill), will develop a business assessment, survey and early warning checklists to identify economic and workforce challenges faced by local businesses. With the business, Goodwill will outline resources and options to help the business address their assessment findings. This process will include connecting the business to a network of local and regional economic development, workforce, and education and training partnerships to address their individual needs.

The AJCC will also support businesses with a variety of services including entering or assisting employers with job order entry in CalJobs and when appropriate, providing funding for On-the-Job training, incumbent worker training, direct placement and retention services and assistance with job fairs and recruitment events. AJCC and WDBSLO staff will increase efforts to inform businesses of available services by attending chambers of commerce and other business events, utilizing social media to advertise services, referral from other satisfied business customers.

Strategies:

1. Recruit additional members to Business Council.
2. Develop action items from survey results.
3. Develop (Goodwill) business assessment, survey and early warning checklists to identify business challenges.

4. Monitor and evaluate employer needs assessment process and outcomes.
5. Build awareness of AJCC services in business community.

3.6 Coordination of Workforce Development Programs and Economic Development

WDBSLO and the Economic Vitality Corporation, have a strong partnership in SLO County. EVC is represented on the WDB and leads discussions regarding events that impact the economic climate of the county. WDBSLO staff attend the EVC Board meetings to stay informed of projects and initiatives the EVC is working on. Both agencies are in constant communication and share information on a regular basis.

Over the past year, WDBSLO and EVC staff have worked collaboratively to identify areas of partnership, including convening of employers and dissemination of labor market data regarding priority clusters for San Luis Obispo County. As both agencies are utilizing different sources for Labor Market Information data, we compared the industries and NAIC's codes associated with those industries, used for our respective LMI cluster reports. Where possible, we changed our report elements to include the same NAIC's codes to alleviate as many data discrepancies as possible. Although some differences still exist in our data (mostly due to time lag), staff are aware of and can explain why there may be some differences and continue to develop and refine the LMI data processes. WDBSLO previously used EMSI for labor market information – but recently subscribed to JobsEq, consistent with at least one of our other RPU partners.

Strategies

1. WDBSLO staff will continue to partner with EVC staff to increase coordination efforts for business engagement, develop cluster reports and other relevant workforce development activities.

3.7 Strengthen Linkages with Unemployment Insurance Program.

The Employment Development Department (EDD) is co-located at the comprehensive One-Stop center in San Luis Obispo. The One-Stop operator and co-located partners maintain a strong partnership with a shared understanding of job seeker services which allows the WDBSLO to effectively serve unemployment insurance (UI) claimants in the AJCC. All partners participate in on-site workshops for UI claimants. Participants are exposed to AJCC offerings through this process and as a result an increased number of UI recipients are registered into WIOA staff-assisted services. WIOA staff has also been trained in the Continuing Training Benefits (CTB) processes that ensure UI claimants enrolled into WIOA training continue receiving UI benefits.

4. America's Job Centers of CaliforniaSM (AJCC)

4.1 Continuous improvement of Eligible Providers of Services

The WDBSLO requires that eligible training providers complete an application for inclusion on the State's ETPL along with the provision of information on the curriculum and instructor credentials. For new providers, WDBSLO staff review the application to ensure it will meet the employment needs of

local employers, workers and jobseekers and is in compliance with the State of California's minimum performance criteria. The review includes a determination on whether or not the training will provide occupation skills in either a local, regional or state priority industry sector, in addition to ensuring the course is approved by the appropriate accrediting agency, and meets other minimum performance criteria. Staff will determine subsequent eligibility in accordance with State policies and will deny or delist any programs not meeting the requirements for listing on the ETPL.

Jobseekers in the ACJJ or accessing the CalJOBS site can explore available training programs through the ETPL or other training options for which the jobseeker may wish to attend at their own expense if not allowable through WIOA. Case managers are available in the AJCC to help the jobseeker identify the type of training that would best meet the needs of the jobseeker in achieving their employment goal. A variety of assessments for interest, aptitude, vocational and basic skills are also available to match the jobseeker to an appropriate career.

To ensure that the needs of participants and employers are met, the WDBSLO will also implement policies requiring specific activities to ensure the continuous improvement including:

1. WDBSLO in coordination with AJCC Operator, will monitor all ITAs to track the total number of course completions and employment/placement post-training;
2. Survey priority sector employers as a means of identifying training needs to ensure curriculum and available training meet the needs of employers.
3. Outreach regarding ETPL and support to interested training providers in pursuing eligibility requirements for listing on the ETPL to expand local WIOA training opportunities.

4.2 Access to Services Provided Through the AJCC Delivery System

WDBSLO facilitates access to services through multiple approaches. One comprehensive job center is located in San Luis Obispo, available to all job seekers. The center is accessible Monday through Friday, with on-site parking and access via bus line. Customers utilizing services through the center have access to CalJOBS and can use the internet to search for jobs and/or training information using multiple job boards/sites. Although it is not required to create a CalJOBS account initially, job seekers quickly learn the benefit of creating a CalJOBS account to take advantage of the Virtual Recruiter and other job search tools that are available only to registered individuals.

The center offers printers, fax machines and copiers to ensure customers have the tools necessary to create, edit and print resumes and other documents that a job seeker may need in their pursuit of employment. Accessibility aids are in place at the center to accommodate individuals who may need additional assistance due to a disability such as visual or hearing impairment.

Although most job search tools are available 24 hours a day via the CalJOBS site, WDBSLO recognizes that not all job seekers have computer/mobile access and experience transportation challenges that restrict their ability to get to the comprehensive AJCC in San Luis Obispo. With this challenge in mind, WDBSLO recently implemented community-based services to provide access for SLO residents that may not have easy access to the comprehensive AJCC. This approach brings services into the community in collaboration with other community based partners. Implemented within the last program year, we are in the process of developing metrics to determine effectiveness of the services and identifying potential sites for expansion.

1. Currently in North County, AJCC staff partner with the Housing Authority of San Luis Obispo (HASLO) to provide services on-site at a mixed income housing facility. The full array of services is available to residents of the facility, in addition to the public, in a convenient location in Paso Robles.
2. In the southern portion of the county (Arroyo Grande), staff are co-located with the Community Action Partnership of San Luis Obispo (CAPSLO). CAPSLO's core mission is to assist individuals attain economic self-sufficiency. This is a natural partnership for AJCC staff as they can provide much needed support to CAPSLO customers who are looking for a job or training to increase their occupational skills.
3. AJCC staff is in discussions with Cuesta College to co-locate staff at Cuesta College's Career Connections center and at the Paso Robles satellite center. This would provide the opportunity for AJCC staff to further expand engagement with Cuesta College students and co-enroll in WIOA for those jobseekers who would be able to benefit from the additional assistance WIOA may be able to provide.
4. The AJCC is equipped with a large-screen internet television including audio which provides access for staff and participants to join live or web-based training events occurring off-site. This resource may also be used to conduct job interviews on-line, attend virtual job fairs or to transmit live workshops/meetings occurring at the AJCC to other sites via internet. The resource room also has a large television monitor/digital message board with informational content programmed and controlled by the AJCC which may include current job openings, labor market information, and information pertaining to employment services or events in the community.

4.3 Compliance with WIOA Section 188, and *Americans with Disabilities Act of 1990*

All entities within the AJCC system, including the AJCC operator and partners are in compliance with WIOA Section 188 and applicable provisions of the American with Disabilities Act of 1990. The requirement to meet or exceed ADA requirements is included in all contracts and MOU's, and training is provided to staff. Enrolled jobseekers receive and sign a Grievance and Complaint Procedures form informing them on the process for filing a complaint should they feel their rights have been violated. At the same time, they are provided a copy of the "Equal Opportunity Is the Law" form explaining what to do if they feel they have experienced discrimination. Training for Section 188 includes prohibiting discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system.

The comprehensive AJCC located in SLO has the logistical capacity to serve individuals with disabilities and the facility is in compliance with ADA requirements. Staff have been trained on the use of assistive technology and are able to facilitate services to individuals with disabilities. Training also includes the definition of an individual with a disability, reasonable accommodations, undue hardship, retaliation against an individual, and medical inquiries. Monitoring will be conducted to ensure all requirements are being followed and will include completion of a biennial assessment.

4.4 Roles and Resource Contributions of the AJCC partners.

In addition to the WIOA Title I Adult and Dislocated Services contracted provider, two of the WIOA mandated partners are co-located at the San Luis Obispo AJCC - the Department of Social Services Temporary Assistance for Needy Families (TANF) program and the Employment Development Department Wagner-Peyser program. These two co-located partners contribute to the infrastructure costs of the AJCC including cubicle/office space, shared usage space, utilities, internet, janitorial services and equipment leases. These partners also contribute to other shared programming costs through on-site staff personnel time supporting access to AJCC services including facilitating workshops and/or staffing the resource room. The WDBSLO is in the process of completing phase II of the WIOA MOU in which details of these shared costs and shared services are being identified. The AJCC also hosts informational and networking sessions for workforce development partner agencies in the community as well as attending applicable meetings to continuously strengthen relationships with partner programs.

4.5 Local Board MOUs

Copies of the executed Phase I MOU's are attached to this plan. The MOU Phase I will be reviewed, at a minimum, every year to ensure any changes to services and/or partners are accurately reflected. Phase II of the MOU is in process. As there is currently a resource sharing agreement for infrastructure in place, we do not anticipate any issues with successfully drafting our Phase II MOU.

4.6 Indian and Native Americans Equal Access to AJCC services

Although there is not currently a local program for WIOA Section 166 grantees, the AJCC ensures that the full range of employment and training services are accessible to, and meet the needs of the local population including Native Americans.

4.7 Migrant Seasonal Farmworkers (MSFW) Equal Access to AJCC services

The AJCC ensures that the full range of employment and training services are accessible to, and meet the needs of the local population including Migrant Seasonal Farmworkers (MSFW) AJCC employees are fully-trained and competent workforce professionals who ensure job-seekers, regardless of their specific situation, have universal access to the full array of services available within the AJCC or through referral to a partner agency or other community resource.

4.8 On-Ramp for Regional Sector Pathways

The AJCC will serve as an on-ramp for the regional Sector pathways emphasized in the regional plan by providing information on and developing training opportunities in the relevant sectors for local area. The WDBSLO and AJCC staff are currently working with and developing stronger partnerships with local education agencies, including AEBG and Cuesta College, economic development and local apprenticeship programs. A large part of this effort is gathering information and build awareness of programs already offered that may be beneficial to AJCC participants.

The WDBSLO staff are currently identifying all apprenticeship opportunities in San Luis Obispo County. Many of the apprenticeships offered on the Department of Apprenticeship Standards identify opportunities in the Los Angeles area – but do not show local information. This keeps a significant amount of AJCC participants from applying as they aren't aware they can access similar programming in the local area. Apprenticeships will serve as a critical on-ramp for sector pathways.

Cuesta College offers many degree and certificate programs in sectors that align with the pathways emphasized in the regional plan. AJCC staff are strengthening their relationship and partnership with Cuesta by attending advisory board meetings, working with staff on college campus and inviting staff to participate in workshops to speak to AJCC participants regarding the opportunities for training at Cuesta.

Strategies

1. AJCC and WDBSLO staff will continue to work with education partners to ensure participants have ample access to courses that lead to career pathways and are in demand by local employers.

5. Programs, Populations, and Partners

5.1 Coordination with Regional Economic Development and Promotion of Entrepreneurial Skills Training

WDBSLO and the local economic development agency, EVC work collaboratively to ensure coordination of workforce investment activities with regional economic development activities. At the forefront of our most recent activities is the anticipated closure of Diablo Canyon Nuclear Power Plant (DCPP)– one of the region's largest and most prosperous employer. Decommission of DCPP will begin in 2024. The closure will lead to displacement of approximately 1,500 hundred employees with an average wage of \$157,000. Our agencies are working collaboratively to mitigate the impact to our community from the anticipated closure by exploring opportunities to increase high wage jobs to replace the jobs leaving.

San Luis Obispo County, as a community, offers tremendous support for small, local businesses. Innovation in San Luis Obispo County also focuses on finding new ways to deliver training services where opportunities for traditional occupational skills resources (such as ETPL vendors) are limited.

To assist entrepreneurs in our area, the AJCC offered a pilot project to assist individuals looking to open their own business. Entrepreneurial training, *Start, Run & Grow Your Business*, offered through Mission Community Service Corporation and funded through CalWORKs, provided job seekers with the tools to develop a business plan, obtain a business license and access mentors to help maneuver through business start-up challenges. The 12 week, self-employment training course included topics such as what it takes to start a business, how to define a target market, how to manage finances and budget, how to choose the correct legal structure for a business and what licenses and permits a business may be required to obtain. After a successful first session, a second round of Entrepreneurial training was conducted utilizing funds through the Small Business Deputy Sector Navigator. Several participants in the training have launched and expanded their small businesses.

AJCC staff will continue to monitor the success of these participants to evaluate the training and possibility of future similar courses. Successful models such as this will continue in the future so services outside of WIOA funded services may be made available, based on local demand, to enhance the needs of the AJCC customers.

5.2 Assessment of Adult and Dislocated Worker Employment and Training Activities

The One-Stop system includes the participation of key workforce partners, including the EDD and DSS which are all co-located partners. Services at the AJCC address the needs of all job seekers. Although the California Department of Rehabilitation (DOR) is not co-located, AJCC staff and DOR refer job seekers as necessary and DOR staff participates on WDBSLO's Services and Strategy Committee, which focuses on ensuring access to services for all job seekers.

Employment and training activities provided in the local area include a robust schedule of workshops to assist job seekers to transition rapidly back to the work force, and offers more intensive services for those job seekers who may need additional assistance, including referral to training services and/or additional service providers, to meet their employment and training goals. As previously referenced, services are offered through a single comprehensive one-stop with several community sites serving as access points. Services are also accessible 24 hours a day through the internet, primarily through CalJOBS.

Services include, conducting initial skills assessments, providing labor market information, career coaching and job search assistance as well as financial aid program assistance for training and education programs not provided under WIOA. The Department of Rehabilitation (DOR), Employment Development Department, Department of Social Services (DSS) and PathPoint (Title V Older American's Act) also provide more comprehensive employment services including specialized assessments, short-term pre-vocational services, counseling and career planning. Training services including occupational skills training, on the job training, entrepreneurial training and customized training are provided through DOR, DSS and Cuesta Community College. Apprenticeship and pre-apprenticeship skills training are also available, and the WDBSLO is working to identify local contacts and eligibility information for these programs to increase entry into these opportunities.

Aside from services provided by Cuesta College and some EDD services, the majority of employment and training programs do have eligibility requirements for participants. To help ensure we only refer customers who can benefit and are eligible for partner services, ongoing cross-training and information sharing sessions will continue. Staff from all co-located agencies and required partner agencies were cross trained in partner programs and therefore, center staff are aware and knowledgeable of available resources in the community for mental health, domestic violence, food assistance, substance abuse, housing, clothing and other basic health, social, and financial supports for job seekers in need. Additionally, the mutually agreed upon referral process among workforce development programs supports a more meaningful referral processes and co-enrollment opportunities.

5.3 Rapid Response Activities

WDBSLO, and its contracted rapid response service provider, Goodwill maintain a proactive, comprehensive approach to Rapid Response (RR) by identifying, planning for, and responding to layoffs, and preventing or minimizing their impacts wherever possible. To ensure a timely response to layoffs, the Rapid Response service provider works collaboratively with employer representative's industry groups, organized labor, utilities and local media. This strong relationship with stakeholders, in some cases, allows the Rapid Response service provider to identify companies at risk of laying off workers prior to a formal WARN or layoff announcement.

Goodwill staff will provide all services necessary to operate and manage WIOA Rapid Response and Layoff Aversion services. All efforts and services are conducted in collaboration with the WDBSLO Rapid Response Coordinator assigned to monitor all rapid response activities. The contract was recently awarded (December, 2016) and include following:

Rapid Response:

- ✓ Identifying and responding to all business closures and/or employers laying off workers within 24 hours of notification of layoff.
- ✓ Assessment of employer and affected worker needs including:
- ✓ Layoff plans and schedule of the employer
 - Potential for averting layoff in consultation with State or local agencies
 - Background and probable assistance need so the laid off workers
 - Re-employment prospects for workers in the local community
 - Available resources to meet the short and long-term assistance needs of the laid off workers.
- ✓ Schedule and conduct Rapid Response orientation with affected employees.
- ✓ Ensure all required representatives (including staff from the AJCC; EDD and other assistance programs as applicable) are contacted and are in attendance at scheduled Rapid Response orientations, or, in absence of required representatives, contractor staff will ensure information is disseminated for each partner program.
- ✓ Complete and submit to County, reporting documents (to be provided) in response
- ✓ Create and distribute Rapid Response Information Packets to affected workers with printed material in accordance with WIOA Rapid Response system elements outlined in CFR 682.300(b) (1-4).
- ✓ Implement strategies to provide services to as many laid off workers as possible.
- ✓ Coordinate Rapid Response and AJCC services to ensure maximum participation and engagement of affected workers in WIOA Dislocated Worker services
- ✓ Attend Regional Business Engagement Roundtables

Layoff Aversion:

- ✓ Conduct research to identify vulnerable industries and workforce trends
- ✓ Conduct outreach and marketing to build awareness of services
- ✓ Complete early warning checklists and assessments to identify business needs
- ✓ Develop and implement resource plans that will align and connect employers to network of partnerships to address economic and workforce challenges.

5.4 Youth Workforce Development Activities

WDBSLO emphasizes quality and effective year round youth services that focus on meaningful academic support, career guidance, and the use of paid work experiences to expose youth to the world of work and provide mentoring activities. Youth services are based on a comprehensive approach, providing activities and services for in and out-of-school youth modeled on best practices.

Eckerd Youth Alternatives (Eckerd) is the current youth services provider for WIOA and offers a program design focused on youth acquiring basic work readiness skills and job experience and provides Youth one-stop center-based programming; classroom-based learning; and work-based learning opportunities. Emphasis of services is on out-of-school youth, career pathways for youth, dropout recovery and prevention, and education and training that lead to attainment of a high school diploma *and* a recognized postsecondary credential. Eckerd offers a wide array of services to assist youth in entering employment or post-secondary education.

Eckerd serves approximately 133 youth during a program year and ensures that all youth, depending on identification of needs in their Individual Service Strategy (ISS), have access to the fourteen WIOA elements of service as required to meet their individual employment/education goal. When appropriate, participants enrolled in the Youth program may be co-enrolled in the Adult program to access funding for paid work and training services.

Services through Eckerd include:

Work Readiness skills – Trainings simulate a work environment by reinforcing timeliness, completion of tasks, attitude, collaboration and goal setting and completion.

Skills trainings - builds occupational skills, learns about the industry sector, career pathways, and can earn a Nationally Recognized Credential.

Leadership activities including community service projects, personal health education, financial education and responsibility. Youth program staff assist youth not only with completion of their secondary education – but also assist with entry to post-secondary education opportunities and are able to assist youth in applying for financial assistance.

The work experience (WEX) program starts with each student completing their work readiness and occupational skills training program. Each is then set up based on an assessment that determines participant's skills, aptitude, interests and fit with the employer. Surveys are completed to ensure quality of placement, participant placement satisfaction and progress, and employer satisfaction.

For individuals with disabilities, staff identify sites that are ADA compliant, work with employers that can provide reasonable accommodations, and are a good fit for the participant based on skills and interests. Accommodations are made when needed for youth to access programming. Staff to the Youth program serve on the Services and Strategies Committee of the WDB – established to ensure accessibility issues for all participants, including youth, are addressed. Additionally, Department of

Rehabilitation is focused on serving youth in this area – particularly In-School youth and work closely with Eckerd to assist with youth who need additional assistance.

The WIOA youth services provider maintains strong connections to the various service provider community and is viewed as *the* resource for academic and skill development in at-risk youth.

5.5 Coordination of Secondary and Post-Secondary Education Programs and Activities with Workforce Development Activities

WDBSLO works collaboratively with AEBG, Cuesta College and other education and workforce agencies to coordinate education and workforce service and avoid duplication of services. We are committed to finding ways to share information, including assessment and individual plans, to ensure participants are receiving services that are necessary and will aid in rapidly moving the individual into training or employment. The local area has already identified the use of CASAS is fairly universal in the area, with the AJCC scheduled to begin administering CASAS in January of 2017. Partners agreed to find ways to share this data to avoid duplicating assessments.

To enhance services, AJCC and Cuesta College staff are collaborating to co-fund a single position to work on the Cuesta campus to identify further opportunities to co-enroll and case manage shared customers. This effort will provide students at Cuesta with a staff knowledgeable in not just the community college, but an expert in services through the AJCC as well to increase the likelihood of student graduation by providing additional supports.

Strategies

1. Continue conversations with partners to identify additional areas of duplication and explore opportunities to streamline services for efficiency.

5.6 Coordinate of Transportation and Other Appropriate Supportive Services

Many of the job seekers served through WIOA face barriers to employment that undermine their ability to complete a training or educational program. Supportive services policies define the process for providing supportive services, which include assessment of need, leveraging other resources and allowable costs principles. Policies are in place to direct the provision and allowable costs for supportive services and include a maximum of \$2,000 per participant. Transportation, one of the most common services requested due to the rural location, is most commonly provided through bus passes or gas cards for reimbursement of costs. To supplement supportive services, staff have extensive knowledge of community resources including food banks, shelters, substance abuse services, and direct links to Department of Social Services staff for assistance with cash aid, Medi-cal and Cal-fresh. As we are a small community, case managers typically have a direct link and are knowledgeable of who to contact to access a vast array of ancillary services.

5.7 Coordination with Wagner-Peyser Act

Both WIOA and Wagner-Peyser staff work collaboratively to provide services to job seekers and employers with a seamless service approach. AJCC staff, regardless of employer, participate in staff

meetings and trainings to identify opportunities to improve service delivery and eliminate unnecessary duplication. Responsibilities and services for all partners were identified during the MOU process. Review of these services occur in the staff meetings held at the AJCC to ensure services are coordinated in a manner to best benefit customer needs.

Employer services are delivered by all businesses services staffed and are universally entered into CalJOBS. Center staff from all agencies may assist employers with on-site recruiting efforts, virtual recruiting and matching jobs to job seekers as part of employer services. Staff have the ability to review case notes and activities to ensure are providing the appropriate services and pick up where another business representative left off.

5.8 Coordination with Adult Education and Literacy Activities

WDBSLO staff have a solid working relationship with the Cuesta College staff responsible for Title II activities and are in conversations regarding the best practices to coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. The WIOA Title II staff person will be joining the Services and Strategies Committee to focus on coordination of services.

WDBSLO will conduct local board review of WIOA Title II AEFLA Applications in accordance with the process identified in EDD Workforce Services Information Notice WSIN 16-26 issued December 27, 2016. WDBSLO will review the entire AEFLA application, with a focus on the most relevant sections, including:

- Needs Assessment
- Alignment with One-Stop partners
- Facilitate Learning in Context
- Partnerships and Support Services for Development in Career Pathways
- Alignment with the Local Workforce Development Board Plan

Strategies:

1. WDBSLO will continue conversations with Title II staff to ensure coordination of efforts when serving participants and encourage co-enrollment when possible.
2. WDBSLO and AEFLA grant recipient will share applications and plans to ensure they are coordinated.

6. Relevant Information Pertaining to Grants and Grant Administration

6.1 Administrative Entity for WIOA Title I

The County of San Luis Obispo, Department of Social Services is the administrative entity.

6.2 Competitive Process for Award of Sub-grants and Contracts for WIOA Title Activities.

The County of San Luis Obispo is the local grant recipient of WIOA funds. Effective March 2008, the San Luis Obispo County Board of Supervisors designated the County Department of Social Services as the Administrative Entity and Fiscal Agent for WIA/WIOA funds. As such, DSS is responsible for the disbursement of grant funds and does so via competitive procurement. On a triennial basis, the DSS issues a Request for Proposal (RFP) for AJCC operator, Adult, Dislocated Worker, and Rapid Response services, including layoff aversion. All services are procured via competitive procurement utilizing the RFP or request for quote (RFQ) processes. The WDBSLO follows the County's procurement policy for awarding contracts and grant funds with the admin staff overseeing the process in collaboration with County Purchasing. The process includes public notification, bid issuance, formal review of responses and recommendation to the WDB prior to submission the County Board of Supervisor's for final approval.

7. Relevant Information Pertaining to Performance Goals

Additional information regarding Performance Goals is provided in Section 1(i).

PY 2016-17 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	62	66.5	62.4	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	60.5	66.5	64.2	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	4957	6300	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9	60	54.7	Credential Attainment within 4 Quarters After Exit
PY 2017-18 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	64.5	68.5	65.4	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	63	69.5	67.2	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	5157	6505	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9	63	57.7	Credential Attainment within 4 Quarters After Exit

8. High Performance Board

8.1 Compliance with State-Issued AJCC Policies

- [WSD15-14](#) - WIOA Adult Program Priority of Service

The WDBSLO Policy 36-08, WIOA Priority of Service Requirements provides the direction for determining Priority of Service for Adults and Veterans/Spouses of Certain Veterans receiving individualized career and training services under WIOA. The policy provides that priority of service, with respect to individualized career and training services must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient and veterans/spouse of certain veterans. CalJOBS reports are utilized to review information regarding priority of service and to ensure services are being provided to targeted populations.

- [WSD15-12](#) - WIOA Memorandums of Understanding

WDBSLO completed the WIOA Memorandum of Understanding Phase I (Attached). Through multiple meetings, the partners developed an MOU document that was approved by the WDB, CEO and AJCC partners. The MOU was submitted to the Workforce Services Division, Employment Development Department after approval by all required bodies. The MOU Phase 1 will be reviewed at a minimum on a yearly basis to ensure the information is updated and correct. WIOA Memorandum of Understanding Phase II is currently in the process of completion.

8.2 Assessment of AJCC Effectiveness

- An assessment of leadership, planning and collaboration (how well are core programs involved and aligned?)

WDBSLO will assess the leadership, planning and collaboration of the AJCC to determine how well the core programs are involved and aligned through on-going monitoring of activities, review of customer service surveys and periodic meetings with all AJCC partners. See Attached survey example.

- An assessment of customer-focus and customer-centered design (do clients get the services they need?)

The WDBSLO will assess the services clients receive to ensure they meet the client need through conversations with customers during the monitoring process and also through customer feedback surveys collected by the contracted service providers.

- An assessment of the manner in which the One-Stop will enable skills attainment leading to industry recognized credentials and degrees (does the One-Stop help move those with barriers to employment on a path to skills development?)

The WDBSLO will assess the manner in which the One-Stop enables skills attainment leading to industry recognized credentials and degrees and help move those barriers to employment on a path

to skills development through ongoing monitoring of the activities and practices at the AJCC. The monitoring will include a review of trainings made available on the ETPL, through the community college or through apprenticeship opportunities and the participant outcomes for those accessing trainings. WDBSLO staff will review the available training opportunities to ensure they meet the needs of job seekers and the business community and result in positive outcomes for our jobseekers.

WDBSLO will work with AJCC staff to ensure they have the skills necessary to assist job seekers to identify training and obtain industry recognized credentials and degrees and have the support system in place to successfully complete their selected training.

- An assessment of the way the One-Stop will use data for continuous improvement (do One-Stop operators utilize performance data to improve service delivery?)

WDBSLO will utilize a variety of means to ensure continuous improvement for performance and service delivery. CalJOBS will be the main source of data utilized to identify information regarding enrollment, activities and performance. WDBSLO staff will review reports to identify areas of success or deficiency in performance and work with contracted providers to identify best practices and where needed, corrective action. Additionally, FutureWorks data will be utilized to review performance outcomes to ensure our services are on track to meet and exceed goals. Customer feedback surveys will also provide information needed to determine where our system may have room for improvement or where additional services are needed.

- An assessment of professional development and staff capacity building (are frontline staff trained on the requirements of WIOA, the policies required under the State Plan, and to provide high quality, customer-focused services?)

The WDBSLO currently contracts with Goodwill for the AJCC Operator, Adult, Dislocated Worker and Rapid Response services. The current provider of Youth services is Eckerd Youth Alternatives, Inc. Both contractors have a comprehensive training plan that ensures staff are appropriately trained on the full array of services for their position. WDBSLO staff also participate in providing training for new staff or as refresher training is needed. Staff are encouraged to attend conferences and trainings and contact peers at other local areas to further their knowledge of WIOA. Training for frontline staff includes: eligibility; case management; plan development; availability of community resources and eligibility for partner programs; case notes; WIOA policies and regulations; WIOA performance. Training also occurs during staff meetings to ensure staff have the tools, support and guidance to meet the needs of AJCC customers with a focus on customer-focused services. We will review staff capacity during on-going training and will further review during our monitoring process.

- An assessment of employer engagement and focus on high growth sectors (is programing aligned with regional labor market dynamics?)

WDBSLO will review employer engagement activities recorded in CalJOBS to ensure AJCC activities are aligned with regional labor market dynamics.

- An assessment of physical and programmatic accessibility for individuals with disabilities

Physical and programmatic accessibility will be reviewed during the monitoring of the AJCC and during the biennial assessment process. Accessibility concerns will also be assessed and addressed through the Services and Strategy Committee.

9. Relevant Information on Training Activities

Training services are provided in a manner that maximizes consumer choice for both career goals and selection of eligible provider for such services. The use of the Eligible Training Provider List is available and encouraged by the AJCC along with accompanying information, labor market information, and alignment with in-demand industry sector and occupations in the local area. After assessment and consultation with a career counselor, customers seeking training services may select from the list an eligible provider of training services. Arrangement for the payment for such services is provided through an Individual Training Account (ITA). ITA's may provide up to \$8,000 in training funds. The one-stop will coordinate funding for the ITA with funding from other Federal, state, local and private job training programs or sources to assist the customer in obtaining training services.

Although not currently offered, should contracts be utilized in the future, WDBSLO will coordinate the use of contracts with the use of individual training accounts and the selection of training providers by ensuring customers are provided with information on all training opportunities.

10. Public Transparency, Accessibility and Inclusivity Information

The WDBSLO provided at least a 30- day period for public comment and input into the development of the local plan by members of the local board and the public (including persons with disabilities) and has provided information regarding the plan and the planning process, including the plan and supporting documentation, in alternative formats when requested. A Public Meeting was held on February 2nd, 2017. No public comment was received either in person or in writing.

11. Relevant Information Pertaining to Common Intake and Case Management Efforts

Intake and case management is currently conducted by contracted service providers. Data is maintained in the State provided case management and data collection system, CalJOBS. While there is some capability to track referrals and co-enrollments, all core programs do not currently utilize the CalJOBS system. WDBSLO encourages co-enrollment whenever feasible to allow for braiding of resources and leveraging funds.

12. Other Miscellaneous Information Requirements

12.1 Title II Program Applicants Access to Local Plan for Review

WDBSLO will post the draft local plan on the www.sloworkforce.com site for public and partner review. Staff will also notify all partners via email that the plan is available for review. Upon completion and approval of the local plan, a final version will be posted on the website and will be provided to partner agencies.

12.2 Priority of Service Requirements

The local board will meet the priority of service requirements in WIOA Section 134 (c)(3)(E) by following Federal, State and local policy which require priority of service for individualized career and training services be given to the following individuals:

1. First: Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Second: Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient
3. Third: Veterans and eligible spouses who are not included in WIOA's priority groups
4. Fourth: Other individuals not included in WIOA's priority groups.

12.3 Areas of Local Plan Addressed in Narrative of Regional Plan

The narrative content of the regional plan for the Coastal RPU includes:

- Analytical background concerning the regional economy, labor market needs, and the workforce and education system operating in the region
- A regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations; and employment needs of employers in existing and emerging in-demand industry sectors and occupations; a Local Area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.
- An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.
- An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.
- An analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers