



America's **Job**Center
of CaliforniaSM

Workforce Innovation and Opportunity Act (WIOA) Local Plan Program Years 2017–2020

Local Workforce Development Area:

Name: Monterey County Workforce Development Board (MCWDB)

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Executive Summary

The Monterey County Workforce Development Board (MCWDB), a division of the Monterey County Administration Office, Chief Intergovernmental Affairs is proud to present its Local Plan for Program Years 2017-2020, in accordance with the Regional and Local Planning Guidance issued in September 2016.

Consistent with the Workforce Innovation and Opportunity Act (WIOA) and in support of the Governor's vision, goals, and policy priorities of the California's Unified Strategic Workforce Development Plan (State Plan), the MCWDB, with input and support from various stakeholders, developed this actionable Local Plan that organizes the MCWDB and its stakeholders work over the next four years.

The Local Plan coordinates with the Coastal Regional Planning Unit's Regional Plan, making the Regional and State policy strategies actionable, with a focus on customer-centered service delivery through the America's Job Center of California (AJCC) / One-Stop system where the needs of business, industry and workers drive workforce solutions; where the AJCC/One-Stop system provides excellent customer service; and where the workforce system supports strong regional economies.

The Local Plan draws upon the collaboration with workforce partners accomplished during the development of the Phase I Partner Memorandum of Understanding (MOU) process to address the continuing innovation of the workforce system and creation of a customer-centered system that will position the AJCC/One-Stop system as an access point to a menu of services that creates an "on-ramp" to regional sector strategies.

Local Plan – Key Elements

The Local Plan addresses the required information, including:

- A. A cohesive statement pertaining to the vision, goals, and strategy of the MCWDB and partners
- B. Required detail on local program alignment to implement State Plan policy strategies
- C. Required detail on specified services and service delivery strategies
- D. Required information pertaining to AJCC, including the State Plan requirements for local plans
- E. Required information pertaining to specific programs, populations, and partners
- F. Relevant information pertaining to grants and grant administration
- G. Relevant information pertaining to performance goals
- H. Relevant information pertaining to federal High Performance Board (HPB) efforts
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In addition to meeting the State Board local planning requirements, MCWDB intends to build upon successful past practices and current and future strategies as it engages in the actions stated in this Local Plan to meet the following Local Plan key strategic goals. Through this effort, the Local Plan will be periodically reviewed and may evolve through updates, based on experience, change in the MCWDB's priorities and challenges with available resources.

Local Plan – Key Strategic Goals

Included in this Local Plan are the following three key strategic goals with action oriented strategies to guide the activities of the local workforce system in alignment with the State Plan priorities:

1. **Employer Engagement** – Increase engagement with employers to meet the workforce needs of priority sectors of the local and regional economies.
2. **Aligning Career Pathways and Sector Strategies** – Increase the number of individuals who obtain a marketable and industry-recognized credential or degree, through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and align programs with in-demand industries and occupations.
3. **System Alignment and Accountability** – Support system alignment, service integration and continuous improvement, including identifying ways to reduce duplication in service delivery and in fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles.

The MCWDB's specific Local Plan action oriented strategies that support the State strategic goals and priorities are outlined in: APPENDIX 8: Key Strategic Goals, Strategies and Actions

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

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

Vision

The Monterey County Workforce Development Board's (MCWDB) vision is to improve the economy by promoting and supporting alignment of workforce and educational programs with priority industry sectors and local business needs.

The MCWDB is designated by the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA) and appointed by the Chief Elected Officials (CEO) to provide strategic policy, develop and enter into memorandums of understanding with America's Job Center of California (AJCC) partners, designate or certify AJCC operators and conduct oversight and evaluation of the local workforce development system. The MCWDB is charged with coordinating and leveraging workforce strategies between industry leaders, including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce policies, which support local and regional economic growth and economic self-sufficiency. Collectively these stakeholders, will work together to ensure that local workforce development, career services, and job training programs critical to the community, are offered through the AJCC delivery system and meet the needs of job seekers and businesses while preparing an educated and skilled workforce.

Economic and Background Analysis

To prepare and build a pipeline of an educated and skilled workforce, it is critical to know and understand the Coastal Regional Planning Unit (RPU) economic data, background analysis, and priority industry sectors so that local areas including MCWDB may develop goals and strategies to prioritize investments where overall economic returns are likely to be highest, specifically in industry sectors that will generate significant gains in terms of jobs and income.

Local areas within the Coastal RPU include Monterey, Santa Cruz, San Luis Obispo and Santa Barbara counties, determined their priority industry sectors through public/private partnerships with economic development and chambers of commerce in the recent past with updates during the 2013 Local Plan process. These efforts used labor market data to identify industries and sectors that were responsible for past growth and were projected to grow in the future. Current data outlined in the Regional Economic and Background Analysis section of the Coastal RPU Regional Plan supports these same sectors as priority and emerging. Many of these same sectors have been identified as priority or emerging by the community college consortia.

For Monterey County, the analysis identified projected jobs with high-growth opportunities in the tourism and hospitality; education; agriculture, and healthcare industry sectors.

The largest sector in the Coastal RPU region is Agriculture, Forestry, Fishing and Hunting, employing 88,654 workers, followed by Health Care and Social Assistance (79,026 workers)

and Accommodation and Food Services (73,979 workers). These industries have high concentrations of employment compared to the national average.

Sectors in the Coastal RPU with the highest average wages per worker are Utilities (\$127,664), Mining, Quarrying, and Oil and Gas Extraction (\$108,933), and Management of Companies and Enterprises (\$84,977). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+16,926 jobs), Accommodation and Food Services (+13,697), and Agriculture, Forestry, Fishing and Hunting (+7,771).

Over the next 10 years, employment in the Coastal RPU is projected to expand by 46,666 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +1.9 percent year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+16,080 jobs), Accommodation and Food Services (+4,984), and Professional, Scientific, and Technical Services (+4,437). During the same period, the most in demand occupations based on projected job openings will be Farmworkers and Laborers (13,564 openings), Retail Salespersons (8,459 openings), and Waiters and Waitresses (7,447 openings). Within the Health Care sector, the most in demand jobs are projected to be Registered Nurses (+3,315 jobs), Home Health Aides (+2,251 jobs), and Nursing Assistants (+2,022 jobs).

Expected growth rates for occupations vary by the education and training required. While all employment in the Coastal RPU is projected to grow 0.7 percent over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.3 percent per year, those requiring a bachelor's degree are forecast to grow 0.9 percent per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.2 percent per year.

Economic Growth and Self-Sufficiency

According to the JobsEQ labor force analysis table below, the cost of living in Monterey County is 55.2 percent higher than the U.S. average and the vast majority of jobs available have an estimated average annual salary of \$44,986, which does not meet the minimum self-sufficiency wage standards of \$69,809 for a family of four. This self-sufficiency standard for Monterey County was published by the Insight Center for Community Economic Development and is based on a family unit of four consisting of two adults and two children (one preschooler and one school-age child). It equates to \$5,817 a month, and \$69,809 annually. To meet the most basic expenses for a family of four in Monterey County, individuals would need to work more than four full-time minimum wage jobs. Source: <http://www.insightcced.org/tools-metrics/self-sufficiency-standard-tool-for-california/>

Area Name	Cost of Living Index	Annual Average Salary
Monterey County, California	155.2	\$44,986
California	156.3	\$62,893
United States	100.0	\$53,758

Source: JobsEQ® Data 2016Q3; Cost of Living Index is developed by Chmura Economics & Analytics and is updated quarterly.

As stated previously, the labor force analysis conducted for Monterey County identified the priority industry sectors, employment trends, projections, and occupational staffing patterns that would likely contribute to local and region-wide job growth over the next four years. Based on this analysis and from input received from the employer community and various key

stakeholders, the MCWDB will be able to enhance its local workforce investment system that increases its contribution in providing a competitive workforce to local businesses using a sector based strategy that focuses on high-growth industries that drive the economy and offer sustainable living wages. Through the AJCC delivery system, individuals will be given the opportunity to maximize their employment potential through an extensive offering of information and a variety of career services, career pathway guidance, and training services based on the needs of individuals, job seekers, and businesses. Employers will be provided access to qualified workers to support their economic growth and enable their businesses to compete in the global economy.

The MCWDB believes that by building sector based strategies and career pathways that are industry-responsive and well-coordinated through the workforce development system, it will maximize the return on its limited resources and make its education and training programs work for employers and job seekers. This will help to improve access to local and regional educational and training programs identified through the Coastal RPU planning process, creating an on-ramp to regional sector pathway programs that lead to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

Barriers to Employment

The MCWDB understands that unemployed and underemployed jobseekers require assistance in overcoming barriers to employment that range from being deficient in basic literacy skills, limited education, lack of work experience and work history to having an ex-offender background that make it difficult to obtain employment. The MCWDB also knows that employers seek a workforce that is skilled and adaptable to change. Included in this Local Plan are numerous ways in which the MCWDB and its AJCC delivery system and workforce partners can provide the necessary solutions that effectively leverage resources to address these and many other challenges.

The MCWDB will use its AJCC delivery system partners to assess customers in need of remedial educational services, including services designed to improve literacy and numeracy. AJCC partners will work with participants to develop a service strategy, to set career pathway goals and objectives which culminate into gainful and sustainable employment using a comprehensive assessment known as the Individual Employment Plan (IEP). The IEP development process will evaluate the participant's employment barriers, while taking into account the participant's family situation, work history, education, occupational skills, financial resources and needs, supportive service needs, interests and aptitudes. As part of this process, the AJCC partners will consider the self-sufficiency standards for Monterey County in each of the IEP. AJCC service providers will also administer the Test for Adult Basic Education (TABE) to measure participant's aptitude in reading, math, and English. The results are collectively reviewed and used to assure appropriate services are coordinated and provided to participants to include transition into postsecondary education or training. Individuals that are eligible for training are required to complete a series of ACT WorkKeys® assessments. Based upon the testing results, participants are either referred to ACT Career Ready 101 for online remediation training or referred to an Authorized ACT WorkKeys® location to complete further assessments. ACT WorkKeys® assessments coupled with the ACT Career Ready 101 online remediation training enable the AJCC counselors to assist adult basic education students to successfully transition to postsecondary education, training or employment and reduce the time students spend in remediation. Ultimately, the AJCC delivery system uses it to identify individuals who have the basic skills required to be successful in a given position or career.

Performance Accountability Measures Based on WIOA Performance Indicators

Successful performance is a priority of the MCWDB as it helps to measure the effectiveness of its local workforce programs. Monterey County's AJCC partners will use the CalJOBS labor exchange and database system for participant and performance reporting. MCWDB has implemented current and new strategies to measure performance of the WIOA Title I core programs using performance metrics, including: bi-monthly monitoring of performance indicator data through its Oversight Committee. Annual reviews of all workforce service providers and educational programs are performed by MCWDB staff to ensure performance goals are collectively met and are on target to include placing participants into priority industry sectors with career pathways to successful employment, and attainment of industry-valued credentials and or degrees. The MCWDB plans to convene AJCC core partners to discuss WIOA performance accountability measures to ensure all partners have a thorough understanding of the required performance indicators and outcomes. Partners will also discuss options for the purpose of data collection and performance reporting. These efforts are expected to contribute towards meeting the WIOA performance indicator goals.

Key Strategic Goals, Strategies and Actions

Taking into account the analyses previously described, the MCWDB has identified three priority areas to organize its strategies for preparing an educated and skilled workforce over the next four years in partnership with core partners of AJCC delivery system. The priority areas include:

1. **Employer Engagement** – Increase engagement with employers to meet the workforce needs of priority sectors of the local and regional economies.
 - MCWDB will revamp employer engagement efforts to align job seeker services with industry needs, with increased focus on small employers and priority industry sectors;
 - MCWDB will pilot common measures for all partners to use to track employer services and employer engagement activities;
 - MCWDB partners will build on existing employer engagement efforts, such as the Slingshot Initiative, and LMI data systems to strengthen what works and avoid duplication of employer engagement efforts across the region; and
 - MCWDB will develop a plan to increase its focus on earn-and-learn models of training, such as work experience, internships, customized training, incumbent worker training, and apprenticeships.
2. **Aligning Career Pathways and Sector Strategies** – Increase the number of individuals who obtain a marketable and industry-recognized credential or degree, through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and align programs with in-demand industries and occupations.
 - MCWDB and its Business Services Team will focus on convening employers in the priority industry sectors to better understand their needs;
 - MCWDB will work with community colleges and other training providers to develop and define a strategy for aligning training and education curricula with industry-valued credentials in each target sector, which will be stackable for job seekers and provide on-ramps to sector pathways;
 - AJCCs will coordinate with youth service providers to increase service for out-of-school, disconnected youth and develop new work experience opportunities in the priority sectors that represent on-ramps into regional career pathways; and
 - MCWDB will develop and test measures for our AJCCs to track progress in reaching the goal of self-sufficiency for youth and adults, such as the number of job placements at

livable wages, retention rates, credential and skill attainment, and customer satisfaction surveys of job quality.

3. **System Alignment and Accountability** – Support system alignment, service integration and continuous improvement, including identifying ways to reduce duplication in service delivery and in fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles.
- The AJCCs partners will continue to build a stronger partnership to better serve hard-to-serve target populations in the area, especially those who are basic skills deficient and limited English populations through ongoing discussions of co-location, streamlined intake and assessment, and resource sharing;
 - MCWDB will work collaboratively with its Coast RPU partners to identify possible methods to minimize costs related to procurement, staff training, data systems, and evaluation tools through cost sharing; and
 - MCWDB will collaborate with its partners to ensure cross-training is offered to AJCC partner agencies, increasing staff awareness of how to serve customers with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities, youth and other at-risk populations.

By focusing our efforts on these priorities and strategies, MCWDB will make progress towards achieving our vision and promoting continuous improvement in our performance measures over time. These specific Local Plan action oriented strategies are outlined in: APPENDIX 8: Key Strategic Goals, Strategies and Actions. A list of the stakeholders that participated in the workgroups and public meetings are outlined in APPENDIX 7: List of Stakeholders Engaged in Regional and Local Planning Process.

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

To achieve the strategic vision of the Local Plan, the MCWDB will continue to build on its strong AJCC delivery system partnerships with core and mandatory partners in the comprehensive AJCC, two satellite offices and partner affiliate locations within Monterey County. These partnerships were formed and maintained over the last two decades and now have been formalized to carry out the core programs and mandatory partner programs under WIOA through a Memorandums of Understanding agreement, in two phases. Phase I of the MOU development process involved working with the AJCC core partners to develop agreement on the operations of the local AJCC delivery system, partner roles and responsibilities, and how it relates to shared services and customers. As part of the MOU Phase II process, MCWDB has developed a draft MOU template that states that all co-located AJCC partners agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The costs of services, operating costs and infrastructure costs of the AJCC system will be funded by co-located partners through a separately negotiated cost sharing agreement. The MCWDB staff plan to have a final cost sharing plan and MOU Phase II agreement in place by September 1, 2017. The AJCC specific core and mandated partners and programs are described in further detail under APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I

Additionally, the MCWDB will draw on the strengths of its community stakeholders to bring together additional perspectives and expertise to carry out the strategic vision of the Local Plan and address the career and educational needs of the workforce community. This will be done

through its advisory committees and adhoc workgroups and roundtables, past experiences, labor market analysis, and through collaborative partnerships comprised of professionals from business, government, and education working together on local and region-wide issues that focus on workforce development, economic development and advocacy.

Together, these stakeholders helped to develop a series of MCWDB policies that are explained throughout the Local Plan to better align the workforce system and its resources with the needs of key industry sectors, educational and training providers, and workforce, while also ensuring all core programs, processes, services, and outcomes are consistent.

B. Required detail on local program alignment to implement State Plan policy strategies.

- i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

Since the passage of WIOA, the MCWDB and its workforce partners have entered into Memorandums of Understanding (MOU) that identifies programs offered through the AJCC delivery system. The MCWDB has a well established system of workforce development programs and providers who are ready to support the State Plan's seven policy strategies. These programs and their access points outlined below are aligned with the mission and direction of WIOA and policy objectives and strategies of the State Plan, by assisting job seekers, especially those with barriers to employment, with access to employment, education, training, and support services they need to succeed in the labor market while also matching employers with the skilled workers they need to compete in the global economy.

The AJCC specific core and mandated partners and programs are described in further detail under APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I.

In addition to WIOA, the MCWDB and its core partners use a variety of funding streams to carry out workforce development programs offered through the comprehensive and satellite AJCC delivery systems that support service delivery strategies and target specific populations. For example, the MCWDB has worked with agencies not required to carry out activities under the workforce development system, through MOUs, interagency agreements, special projects and or grants to leverage and facilitate the level of resource coordination throughout the AJCC delivery system and countywide. WIOA funds augment the availability of training programs and services beyond those that can be obtained through CalWORKs, PELL Grants and Wagner-Peyser funds. Additional funding from partner agencies and from outside Federal, State, local and private sources will greatly expand the level of participation and range of program options open to job seekers and employers. This is particularly important since services funded through WIOA Title I funds are insufficient to offer a broad range of services to job seekers, including youth and those with barriers to employment.

The MCWDB's partnerships are greater than the core partners of the AJCC delivery system. A list of these partnerships and the stakeholders that participated in the workgroups and public meetings are outlined in APPENDIX 7: List of Stakeholders Engaged in Regional and Local Planning Process.

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

support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).

Under this Local Plan, the State Plan's seven policy strategies will be carried out at both the regional and local level. The roles and functions of the local MCWDB and its core program partners, in carrying out the seven policy strategies of the State Plan are detailed below:

1. **Sector strategies** – *aligning workforce and education programs with sector needs; strategies include:*
 - Invest WIOA funds in training, based on priority industry sectors and labor market analysis.
 - Working with its Central RPU partners, focus investments on training programs that align with priority industry sectors that provide certificate/degree completion, job placement, retention and wage advancement for all participants.
 - Working with its Central RPU partners and with strong industry engagement, align workforce and education programs with priority industry sector needs, including Allied Health Care (AHC).
 - Working with Hartnell College to align its Ag Technology program with career and pathway opportunities, to include the use of drone technology.
 - Using technology to align resources through the use of Code for America.
 - Collaborating with the Bay Area Community College Consortium (BACCC), and attending their Strong Workforce Program (SWP) Regional Planning meetings.
2. **Career pathways** – *enabling progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development increases the likelihood of success in the labor market; these pathways should be flexibly designed and include, where necessary, remedial programming, so as to allow those with basic skills deficiencies an ability to participate; strategies include:*
 - Use labor market analysis, priority industry sector data and assessment tools to determine suitability of career pathways, training and placement into employment.
 - MCWDB will work with its educational partners to identify appropriate activities that support entry and advancement into career pathways.
 - Enroll job seekers in training with career pathways where there is labor market demand equal to or greater than the supply.
 - Convene workforce stakeholders to include community colleges, career technical education (CTE), adult schools and industry leaders to identify local and regional labor market gaps, and find ways to work together to build and improve career pathways that address needs of local and regional labor markets.
 - Convene industry sector partnerships to find shared solutions to common workforce problems.
 - With workforce stakeholder partner input and support, design education and training programs with multiple entry and exit points to increase the likelihood of success in the labor market.
 - Align education, training and employment services, where necessary, to remedial programs offered to individuals with basic skills deficiencies.
 - Align AJCC delivery system to provide remedial education services, including services designed to improve literacy and numeracy (e.g. ACT WorkKeys® assessments and online remedial training).
 - Increase number of Work Ready Community employers and certified individuals.

3. **Regional partnerships** – *building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to support regional economic growth; strategies include:*
 - The Coastal RPU partners plan to continue building on new and recently developed initiatives and planning processes from various system partners. These include the community college's Strong Workforce initiative (2017), the Adult Education Block Grant consortia's AB86 planning process (2015), AJCC / One-Stop system agreements (Phase I Partner Memorandums of Understanding 2016), and workforce development industry sector engagement projects (Central Coast Slingshot 2016). These initiatives are discussed further in the Central RPU Regional Plan.
 - Build on the Workforce Collaborative of California's Central Coast (WCCCC) foundation and continue to hold weekly calls to discuss areas of mutual concern and opportunities of interest.
4. **"Earn and Learn"** – *using training and education practices that combine applied learning opportunities with compensation; the success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor management apprenticeship and pre-apprenticeship programs; strategies include:*
 - Invest WIOA funds in training, based on priority industry sectors and labor market analysis.
 - Invest WIOA funds in work experience, on-the-job training and paid internships for youth, including individuals with barriers to employment and increasing enrollment of out-of-school youth to 75%.
 - With strong industry engagement, align workforce and education programs with priority industry sector needs.
 - Focus investment on training programs that align with priority industry sectors that provide certificate/degree completion, job placement, retention and wage advancement for all participants.
 - Under a special Prop 39-Pre-Apprenticeship grant, focus on training participants in green job skills to create structured pathways to apprenticeships in the field using Multi-Craft Core Curriculum (MC3) which offers industry-valued credentials upon successful completion of the course.
5. **Supportive services** – *providing ancillary services like childcare, transportation, and counseling to facilitate program completion; strategies include:*
 - Ensure local and Coastal Regional Planning Unit (RPU) partner Supportive Services policies provide ancillary services like childcare, transportation, and counseling to facilitate program completion.
 - Leverage additional funding and resources such as TANF to expand the level of participation and range of supportive services options available to job seekers.
6. **Integrated service delivery** – *braiding resources and services to meet client needs; strategies include:*
 - Ensure AJCC delivery system partners braid resources and services to meet client needs, including working with our AJCC partners, using cross-referral systems, co-enrollment, and providing customers with multiple access points to receive services, as described in detail in APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I.

- Ensure local and Coastal Regional Planning Unit (RPU) partner braid resources and services to meet client needs.

7. Creating cross-system data capacity – including diagnostic labor market data to assess where to invest, and performance data to assess the value of investments; strategies include:

- Use CalJOBS labor exchange and database system for participant and performance reporting and labor market information research.
- Work with partners as described in MOU Phase I (APPENDIX 3: MOU Phase I)
- Implement current and new strategies to improve performance, including: bi-monthly monitoring of performance indicator data through the MCWDB's Oversight Committee.
- Performance annual reviews of all service providers to ensure performance goals are met and are on target.
- As part of the Regional Implementation, Innovation, Technical Assistance, Training and Evaluation grant opportunity, host Coastal RPU training sessions for all providers and workforce stakeholders to include updates on WIOA programs, services and performance management.
- Work with AJCC and community partners to increase the number of individuals who access the AJCC delivery system, including youth and individuals with barriers to employment.
- Convene AJCC core partners to discuss WIOA performance accountability, negotiated performance goals and indicators for each core program, alignment of performance outcomes and identify data collection system for performance reporting.
- Place participants into priority industry sectors with career pathways to successful employment, and attainment of industry-valued credentials and or degrees.
- Ensure AJCC delivery system partners are cross trained on performance accountability measures and outcomes for WIOA Title I, Title II, Title III, and Title IV Core Programs.

The MCWDB, with input and support of various stakeholders, developed a matrix to track this actionable Local Plan that outlines the goals and strategies that organizes the MCWDB and its stakeholders work over the next four years. These specific Local Plan action oriented strategies are outlined in detail in: APPENDIX 8: Key Strategic Goals, Strategies and Actions. A list of the stakeholders that participated in the workgroups and public meetings are outlined in APPENDIX 7: List of Stakeholders Engaged in Regional and Local Planning Process.

C. Required detail on specified services and service delivery strategies:

- Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).

The MCWDB will continue to partner with the Monterey County Economic Development Department / Office for Employment Training and Turning Point of Central California (WIOA Title I); Monterey, PG, Salinas, and Soledad Adult Schools, Monterey County Office of Education, Hartnell and Monterey Peninsula Colleges (WIOA Title II Adult Ed & Literacy), Wagner-Peyser Employment Development Department local Workforce Services staff (WIOA Title III); Department of Rehabilitation (WIOA Title IV); Senior Services Program providers (WIOA Title V Older Americans); Department of Social Services (CalWORKs Employment), Community Action Partnership (Community Services Block Grant), Housing Authority, Job Corps, Center for Employment Training (Migrant Seasonal Farm Workers) and other workforce and mandatory partners that are responsible for carrying out the core and mandatory programs for the purpose of expanding access to career services, training, education and supportive

services to eligible individuals. All customers will be given access through the local area's comprehensive and satellite AJCC locations that connect them with the full range of career services in Monterey County.

Details of the how the core partners of the AJCC delivery system will carry out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment are included in the MOU Phase I. An adhoc committee of the AJCC partners will be convened to discuss sector strategies, and working with educational partners to develop programs that meet the demand of both industry and job seekers. Attached to the MOU Phase I is a matrix of service offerings that outlines which partners provide basic career services, individualized career services, training services, employer services, supportive services and AJCC collaborative services, and how customers might have access to the services offered in-house, remotely, or via brochure or handout. The matrix will be used to help partners understand and identify linkages to programs, available resources, services and activities to cross refer clients and avoid duplication of services. Reference APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I and the matrix attached of MOU partners.

Since the passage of WIOA, the MCWDB and its partners helped to develop local policies to better align the workforce system and its resources with the needs of key industry sectors, educational system and workforce, while also ensuring all processes, services, and outcomes are consistent. These policies are briefly described throughout the Local Plan.

To improve access to training activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials, the MCWDB will actively update the State's Eligible Training Provider List (ETPL) to ensure it offers a wide array of educational and training programs. Approved training providers, who are eligible to receive individual training accounts funded under WIOA, are added to the ETPL with training offerings that vary from educational programs, classroom training, online, and apprenticeship programs. This will give eligible participants the opportunity to choose from a list of eligible training providers, based on labor market conditions and trends that align with their career pathway interests as well as their aptitude, and abilities. On a continual basis, the MCWDB will work with educators and industry partners to develop specific career pathways and leverage funds by co-enrolling individuals that are appropriate for both WIOA youth and adult programs to support training and career pathways. In addition, the MCWDB will work with the Coastal RPU partners and educational entities to ensure the local workforce programs are in alignment to create an on-ramp to regional sector pathway programs. This includes working with employers in growth industry sectors and gathering feedback to identify the credentials they need.

To facilitate the success of participants, the MCWDB will continue partnering with program providers to provide supportive services to eligible individuals to remediate external barriers to employment such as transportation issues, childcare and other appropriate supportive needs. Additionally, clothing, tools, and equipment is made available for participants if required for engagement in training or leads to employment retention. Other supportive services are referral based. A wide range of other supportive services may be provided when acute needs arise, at the direction of the AJCC case manager. To support this effort, the MCWDB adopted a supportive services policy which established a \$1,000 supportive service limitation, based on funding availability, for each enrolled WIOA Title I adult, dislocated worker and youth customer. This broad policy incorporates detailed supportive service requirements including the development and retention of appropriate documentation of the need for and provision of supportive services.

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

The MCWDB is committed to promoting the development of career pathway opportunities for job seekers and as a job-driven strategy for employers and industries to close the gaps between what employers want or need from skilled workers and what employees can actually do. Resources are made available to support participants in the form of individual training accounts, on-the-job training contracts for new hires, supportive services to include training materials such as books and tools, and training funds for companies that carry out programs under the Employment Training Panel.

To facilitate the development of career pathways and co-enrollment, the MCWDB believes strong relationships with educational institutions are critical for many of the services the AJCC delivers on a regular basis. One of the methods the MCWDB follows to help coordinate education and workforce activities with secondary and postsecondary programs is to make sure there is regular communication between institutions. The MCWDB meetings serve as a place to convene education partners to learn about what the other is doing and how the organizations can collaborate. In regards to higher education, the MCWDB has superintendents/presidents from the county's two community colleges, Monterey Peninsula and Hartnell College, who serve on the full MCWDB. The director from Mission Trails Regional Occupational Program and Salinas Adult School, and principal from Central Coast High School and Monterey Adult School also serve on the MCWDB youth adhoc roundtable. These representatives are encouraged to share information about their programs and initiatives to explore possible ways to work together and ensure smooth transitions for participants between core programs to improve successful post-secondary completion and employment.

For further details, the MCWDB developed an Industry Clusters policy that provides information to ensure that program operators in receipt of WIOA Title I training funds have a plan to develop career pathway programs and implement a cluster-driven focus for specific industries and occupations to include tourism and hospitality; education; agriculture, and healthcare.

With the major target industries in mind, AJCC partners are able to align the workforce with education and the priority industry sectors through the development an Individual Employment Plan (IEP). The IEP is an independent, comprehensive evaluation of the participant, designed to identify information that is vital to the development of a service strategy, to set career pathway goals and objectives which culminate into gainful employment.

Through the use of the CalJOBS system, AJCC counselors are able to provide career guidance and build career paths using an online interactive tool called O*NET, which provides up-to-date information on job descriptions provided from job incumbents and occupation experts. This tool is used to also assist clients in exploring career path options, identify skill gaps and educational needs. Also, using current labor force analysis, the AJCC can provide individuals with information necessary to make informed customer choices regarding their careers and the selection of qualified training providers. All services are aimed at helping individuals to manage their pathway to career success.

As for co-enrollment, local workforce development boards within the Coastal RPU will align local area policies to include a commitment to co-enroll participants so that if a participant moves from one region to another within the Coastal RPU they may still receive services. This could also prove beneficial for individuals that live in the sub-region areas of San Luis Obispo, Santa

Barbara and Monterey Peninsula. A region-wide supportive services policy, for individuals in the established commute patterns could be developed as appropriate.

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

The AJCC staff specializing in training and workforce development will develop work based learning opportunities along a continuum including: work experience, internships, apprenticeships and on-the-job training opportunities, coupled with occupationally specific training that results in industry recognized credentials. AJCC staff will also focus on short term career and technical classroom training. The MCWDB's objective is to create talent pipelines into demand occupations, satisfying the needs of employers to have access to a skilled workforce and job seekers to have access to upwardly mobile career options.

To improve access to training activities leading to recognized postsecondary credentials including industry-recognized certificates, certifications, and portable and stackable credentials, the MCWDB will actively update the State's Eligible Training Provider List (ETPL) to ensure it offers a wide array of educational and training programs. Approved training providers, who are eligible to receive individual training accounts funded under WIOA, are added to the ETPL with training offerings that vary from educational programs, classroom training, online, and apprenticeship programs. This will give eligible participants the opportunity to choose from a list of eligible training providers, based on labor market conditions and trends that align with their career pathway interests as well as their aptitude, and abilities.

The MCWDB and its Coastal RPU partners believe the development of educational career pathways will provide the necessary support that jobseekers need to complete and acquire education and training credentials that are both portable and stackable that a potential or current employer would value. For example, the Coastal RPU will build upon the State Plan to align educational and training provider services with regional industry sector needs. The industry sector needs will be identified with industry, local economic development and education entities across the region. Initial industry focus is well represented across all four counties of the Coastal RPU, is growing, and is providing opportunities for income mobility to people living in our region. The goals will include enrollment with industry valued credential attainment. Credentials and diplomas will be acquired through a variety of means including industry-based certifications, apprenticeships, post-secondary certificates and associate's degrees for example. In addition to credentials related to specific fields, there is also interest in credentials that reflect work readiness and preparedness skills. To be employable in today's labor market, jobseekers must have both content knowledge and effective workplace skills. They need to have and demonstrate expertise in their fields, as well as a comprehensive set of core career competencies such as effective communication skills, critical thinking, problem solving, teamwork, and leadership skills. One of the common work readiness assessment and credentials tools that MCWDB has adopted along with its Central RPU partners is ACT's National Career Readiness Certificate. ACT WorkKeys® is a job skills assessment system that measures foundational and soft skills to help employers select, hire, train, develop, and retain a high-performance workforce. Prior to transitioning participants into training, the MCWDB requires that all participants complete a series of ACT WorkKeys® assessments.

In addition, the MCWDB conducts customer satisfaction surveys and interviews on a periodic basis with participants and employers that help to provide feedback to the local workforce system to allow for continuous improvement of services and programs.

Through its Oversight Committee, the MCWDB will implement current and new strategies to improve performance, including: bi-monthly monitoring of performance indicator data, training and job placements and investments to ensure that customers have access to all services including employment, training, education and supportive services for all eligible individuals, including youth and individuals with barriers to employment.

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

To facilitate engagement with employers, the MCWDB in collaboration with its Business Services Committee and key workforce stakeholders will convene employer roundtables with the chamber of commerce, Monterey County Business Council or the Employment Development Department's Employer Advisory Council focusing on the priority industry sectors to develop potential on-the-job training and other customized training strategies. In doing so, the MCWDB will meet with priority-sector employers through the Monterey County's Economic Opportunity Committee and local chambers of commerce in partnership with the private sector representatives of the MCWDB and its Business Services Committee. By having key stakeholder representation involved, the MCWDB is able to develop on-the-job training strategies with priority sector employers as well as develop customized training on behalf of the job seekers, dislocated workers and youth.

The MCWDB plans to continue applying for Employment Training Panel funding to provide customized on-site training for local manufacturing companies that seek retraining to enhance skills of employees to improve productivity and eliminate waste from work processes. Training will help employers meet a number of competitive challenges, including the slow economy and international competition.

Over the years, MCWDB has participated with local chambers of commerce to survey their members, including small businesses, to determine their needs while at the same time ensuring that employers are aware of the employment and training services available through the AJCC delivery system. Sector initiatives will be driven by and developed with input received from the employer community through roundtables and surveys.

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

The MCWDB oversees the Business Services Committee comprised of business members including small businesses, who represent both the leading industries and employers in the local industry sectors. These members have significant potential to contribute to job growth and openings in the local area and regional economy. The members represent small business development, hospitality and tourism, education, and communications.

The Business Services Committee oversees the work of a Business Services Team that provides services that are dedicated to serve businesses in an effort to support job retention and job growth. Through the Business Services Committee, the team is able to receive feedback from industry professionals and local businesses in an effort to coordinate the needs of these industries with the cluster initiatives and the activities of the AJCC delivery system. The MCWDB also coordinates efforts with its partners that are comprised of the AJCC service providers, economic development representatives, the Employment Development Department local Workforce Services staff, and the Small Business Development Center that are focused on

achieving individual and regional economic development goals while maximizing scarce resources. This team is committed to addressing business needs, whether through local government policy and streamlined permitting processes, or linking businesses to local and regional resources that adds value to company innovation and growth. Also a member of its local chambers of commerce, the MCWDB works in partnership with the chambers to survey their members to determine their needs while at the same time ensuring that employers are aware of the employment and training related services available through the AJCC delivery system.

Led by the Monterey County Business Council, the MCWDB joined the Central Coast Career Readiness Consortium (CCCRC) with various organizations to integrate the ACT WorkKeys® assessments as part of the existing menu of services offered at the comprehensive AJCC. In 2013, the CCCRC was selected to take part in the ACT National Certified Work Ready Communities (CWRC) initiative powered by the National Career Readiness Certificate. By participating in the CWRC initiative, Monterey County can both identify skill gaps and quantify the skill level of its workforce. This also helps educators build career pathways aligned to the needs of business and industry and helps our community stand out and be recognized for its workforce development efforts.

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

A priority of the MCWDB has always been to integrate economic development with workforce development in an effort to create a broad regional coalition of multiple organizations for the purpose of coordination to identify regional needs, priority sectors, and to align resources. This came to fruition in 2010, whereby the Monterey County Economic Development Department was formed by the Monterey County Chief Elected Officials (CEO) with the intention to implement an integrated economic development and workforce model, supported by an Economic Opportunity Committee, composed of the driving industries in Monterey County. The MCWDB Executive Director works collaboratively with the Director of the Economic Development Department to engage its membership of both the full MCWDB and Economic Opportunity Committee, to measure its effectiveness in meeting both federal and State legal requirements and to ensure their respective plan goals has a process for continuous review, input and improvement of performance.

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

All Wagner-Peyser services are delivered through the AJCC delivery system by the State of CA Employment Development Department (EDD) local Workforce Services staff. EDD is one of the core and co-located partners of the comprehensive AJCC delivery system located at 730 La Guardia Street in Salinas, California.

Through the State's CalJOBS system, EDD partners at the AJCC allow the public access to computers to view job listings. EDD staff provides outreach, intake (including identification through the State's Worker Profiling and Reemployment Services System of unemployment insurance (UI) claimants likely to exhaust benefits), information regarding the eligibility and the filing of UI as well as orientation to information and other services available through the AJCC delivery system. UI claim filing is available through a centralized bank of telephones, online and fax system at the AJCC in Salinas to link clients to information about UI programs and how to apply. EDD partners plan to cross-train AJCC delivery system partners on the UI Online system and how to assist customers on filing UI claims, and/or the acceptance of information necessary to file a claim.

The MCWDB's Business Services Team and AJCC partners also collaborate with EDD staff, to increase utilization of the Trade Adjustment Assistance (TAA) program to support laid-off workers and businesses impacted by foreign competition. This will allow the AJCC partners to maximize the strengths of the EDD Workforce Services staff and bring in additional resources for job training.

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

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

To ensure continuous quality improvement of eligible providers of services through the AJCC delivery system that will meet employment needs of local employers, workers, and jobseekers, the MCWDB ensures that providers successfully achieve the Common Measure performance outcomes. The MCWDB coordinates training, and incorporates Common Measures as part of the request for proposal process for WIOA programs and services. In addition, the performance of all WIOA providers is evaluated in meeting and exceeding the Common Measures benchmarks on a frequent basis through the MCWDB's Oversight Committee bi-monthly as well as on an annually basis for the determination of contract extension and or termination. The purpose of the Common Measures is to identify core areas of the workforce system that impact the number of participants who enter employment, education or training; whether or not they stayed employed and what they earned; whether or not they attained a degree or certificate; and whether or not they achieved an in-program measurable skill gain.

MCWDB staff conducts plan vs. actual compliance monitoring reviews of WIOA services providers and performance reviews of ETPL schools and training entities to provide the service provider, local board and MCWDB staff with current information on the extent to which programs and program components are achieving established goals. The results of plan vs. actual monitoring analysis shall be to assess progress toward goals and objectives and to identify existing or emerging problems. This method of monitoring may be conducted or scheduled as often as deemed necessary utilizing the Management Information System (MIS) data collected from the CalJOBS system to ensure service provider compliance with agreements, WIOA law, federal regulations and local policies.

Additionally, MCWDB staff performs annual program quality reviews to assess the excellence and effectiveness of services to participants. Such monitoring consists of "flagging" problems identified through a desk review or compliance review, determination of corrective action, and facilitation of technical assistance through MCWDB program analysts to ensure that corrective action occurs. Primary concerns are "what is happening" and "why it is happening".

The MCWDB Oversight Committee receives information on all aspects of the AJCC delivery system and operations in an effort to measure the satisfaction of our local businesses to evaluate the successfulness of our resources. Members of the MCWDB and staff also visit with participants and employers during the monitoring review to evaluate customer satisfaction. Interviews are incorporated into the results of the monitoring reports, which are forwarded to the Oversight Committee and full MCWDB. The Oversight Committee receives regular reports from program operators and subrecipients on the results of their WIOA funded programs with an emphasis placed upon participant outcomes and employer satisfaction. On a frequent basis, employers and participants are asked to provide in-person and written testimonials to the MCWDB to acknowledge their satisfaction of the services received.

Reports submitted by the State of California Employment Development Department for program year 2015-16, indicate that Monterey County's local workforce development area exceeded above goal on its local WIOA performance measures set by the Department of Labor for its adult and dislocated worker programs. This demonstrates the MCWDB's commitment to continuing improvement of its coordinated and comprehensive workforce development system, and the hard work and dedication of leadership and AJCC partners and staff.

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

Each AJCC partner provides access to their programs or activities, including making available applicable career services, in the comprehensive AJCC or other affiliate locations. The AJCC core partners jointly administer programs at the comprehensive AJCC in Salinas to blend and braid program expertise and resources and more effectively leverage the system's existing resources to achieve positive outcomes for businesses and job seekers.

The MCWDB also ensures that AJCCs are geographically spread throughout the county in Salinas (Central), Greenfield (South) and Marina (West) and accessible to public transit lines. The AJCCs are supplemented by partner agencies that provide workforce services in additional locations. All of the AJCC locations are accessible to people with disabilities. The AJCCs have a customer service focus and open resource rooms that ensure public accessibility.

As indicated in the AJCC One-Stop System Partner (APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I) access to services through the AJCC delivery system, including remote areas, are provide through the use of technology and other means such as co-location of partner staff, cross information sharing, direct access through real-time technology (email, Skype, FaceTime, etc), libraries, and other entities throughout the surrounding areas.

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

The MCWDB is committed to assisting individuals with disabilities and providing a barrier-free environment where individuals can seek to receive employment and training related services.

On a biennial basis, instruments are provided by the State EDD to the Equal Employment Opportunity (EEO) officer of Monterey County to monitor the comprehensive and satellite AJCC locations for compliance. The instruments address and answer the questions on whether the agencies facilities are physically and programmatically accessible to, and usable by, individuals with disabilities. At present, the comprehensive AJCC and satellite locations are accessible to individuals with disabilities.

Monterey County's service providers are required to follow a series of policies adopted by the MCWDB to support the provision of WIOA services to individuals with disabilities. The MCWDB policies include the WIOA Title I Adult and Youth Service Strategy Goals, which provides a service strategy to serve individuals with disabilities; and Accessibility Policy for Individuals with Disabilities, which provides written procedures for the MCWDB staff and WIOA service

providers to follow regarding accessibility requirements and services to individuals with disabilities. In accordance with these policies, the MCWDB will ensure that resources are available through the AJCC delivery system, as needed for people with disabilities. These resources, when available, include outreach, recruitment, eligibility verification, assessment, job search and referral services, on-the-job training and individual training accounts, work experience, and supportive services. The MCWDB will assure that a system for referral to other agencies for training and supportive services is in place and accessible to individuals with disabilities.

To ensure all participants are informed of EEO policies and procedures, all WIOA participants are required to fill out and sign an EEO form at the time of WIOA service enrollment, to acknowledge that he/she understand their rights and they understand proper protocol and the EEO person of contact.

The MCWDB executes various activities to ensure that WIOA service providers comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act (ADA). During annual monitoring reviews, MCWDB staff provides a copy of an ADA Accessibility Survey for service providers to complete and submit for review. Facilities are toured to ensure EEO policies and procedures are in place to help AJCC delivery service providers and recipients to be knowledgeable and efficient with their delivery of services as they assist and address the needs of individuals with disabilities. In addition, AJCC staff are mandated to attend EEO training every two years at one of the core partner locations.

Also, the MCWDB works with the Department of Rehabilitation (DOR), a mandatory AJCC core partner, and other partner organizations with expertise in serving individuals with disabilities to seek advice on improving service access and service delivery in the AJCC. DOR staff is located in the comprehensive and satellite AJCCs on a scheduled basis. In addition, staff from the Monterey County Behavioral Health Department is also able to provide assistance with mental health and substance abuse issues, as appropriate.

All core partner programs will continue to develop and foster strong partnerships with DOR to identify eligible customers for co-enrollment. Every effort will be made to accommodate customer needs through adaptive services and accessible meeting space. The comprehensive and satellite AJCC locations have areas setup with assistive technology. As needed, DOR partners have offered to provide training to AJCC partners on how to serve and address the needs individuals with disabilities.

Also, MCWDB's Oversight Committee meetings are utilized to review services, performance outcomes and initiatives of the MCWDB to include outreach efforts to individuals with barriers to employment. These meeting are further utilized to develop strategies for effective outreach to targeted groups.

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

As previously stated, Phase I of the MOU between the MCWDB and partners of the AJCC delivery system describes the roles and resource contributions of the AJCC partners, and how it relates to shared services and customers. Included with the MOU Phase I is a matrix of service offerings that outlines which partners provide basic career services, individualized career services, training services, employer services, and AJCC collaborative services, and how customers might have access to the services offered in-house, remotely, or via brochure or handout. The matrix will be used to help partners understand and identify linkages to programs,

available resources, services and activities to cross refer clients and avoid duplication of services. As part of the MOU Phase II process, MCWDB has developed a draft MOU template that states that all co-located AJCC partners agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The costs of services, operating costs and infrastructure costs of the AJCC system will be funded by co-located partners through a separately negotiated cost sharing agreement included in the MOU Phase II agreement. The MCWDB staff plan to have a final cost sharing plan and MOU Phase II agreement in place by September 1, 2017. Based on the current MOU Phase II template each partner must provide access to its programs or activities through the AJCC/One-Stop delivery system, in addition to any other appropriate locations. Partners must also use a portion of funds made available to the partner program, to the extent consistent with the Federal law authorizing the partner's program and with Federal cost principles in 2 CFR parts 200 and 2900 (requiring, among other things, that costs are allowable, reasonable, necessary, and allocable) to provide applicable career services; and work collaboratively with the State and Local Boards to establish and maintain the AJCC/One-Stop delivery system. This includes jointly funding the AJCC/One-Stop infrastructure through partner contributions that are based upon a reasonable cost allocation methodology by which infrastructure costs are charged to each partner in proportion to the relative benefits; meet Federal cost principles and address any local administrative cost requirements in the Federal law authorizing the partner's program. The roles and responsibilities of the AJCC partners are provided in detail in APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I.

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

Reference APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I

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

The MCWDB has and will continue to support employment and training activities for Indian and Native Americans individuals in order to develop more fully the academic, occupational, and literacy skills of such individuals to be more competitive with the skills necessary for successful employment.

Since 2007, the MCWDB has collaborated with Candelaria American Indian Council on the development of the MCWDB's Local Plans and policies. A member of the Candelaria American Indian Council served on the MCWDB, but it no longer exists in the local area.

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

AJCC delivery services are available and provided to the migrant and seasonal farm worker community by both EDD Workforce Services and WIOA staff in the employment center at the comprehensive AJCC. Customers are registered for basic career services and are either enrolled or referred to our local area partners for services. Employer services are available and utilized by local migrant and seasonal farm worker employers and are often used for recruitment and hiring. EDD Workforce Services staff also reach out to the migrant and seasonal farm workers by going out to the fields, and visiting community based organizations, employers and their housing camps to provide the information about available services at the AJCC locations. This is helpful since those clients often do not come into the AJCC facilities.

The MCWDB collaborates with the Center for Employment Training (CET), a current and mandatory AJCC partner, and WIOA Section 167 grantee, to provide services to eligible migrant seasonal farmworkers.

Over the years, the MCWDB and AJCC partners have worked collaboratively with CET on the development of the MCWDB's Local Plans and policies. AJCC partners will continue to coordinate with CET to refer migrant and seasonal farm worker clients for hands-on skills training, support services and job placement. AJCC partners also coordinated with Agriculture and Land-Based Training Association (ALBA), who provides educational and business opportunities for farmworkers and aspiring farmers to grow and sell crops grown on organic farms; and El Pájaro Community Development Corporation (CDC) who promote micro-enterprise and small business development by supporting low-income and minority entrepreneurs by providing bi-lingual, bi-cultural business education and training, and professional consulting and technical assistance.

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

As stated in the Regional Plan, local areas within the Coastal RPU determined their priority industry sectors through public/private partnerships with economic development and chambers of commerce in the recent past with updates during the 2013 Local Plan process. These efforts used labor market data to identify industries and sectors that were responsible for past growth and were projected to grow in the future. Current data (Regional Economic Analysis section) supports these same sectors as priority and emerging that can serve as an on-ramp for regional sector pathways initiatives. These sectors are identified in the table below.

Priority Industry Sectors	Monterey County	Santa Barbara County	Santa Cruz County	San Luis Obispo County
Agriculture	X	X-Wine	X	X-Wine
Building, Design Construction		X		X
Business Support Services		X		
Education	X		X	
Energy & Environment		X		
Healthcare Services	X	X	X	X
Hospitality, Accommodation, Tourism	X-Tourism / Hospitality	X-Tourism	X-Hospitality	X-Recreation Accommodation
Retail			X	

Specialized Manufacturing				X
Technology/Innovation		X		X

The Coastal RPU is currently working on a slingshot initiative in the healthcare sector that will serve as an on-ramp used by the AJCC partners for regional sector pathways. Healthcare was chosen because it is well represented across the four counties, is growing, and provides opportunities for income mobility. The region is being mentored through the process by Collaborative Economics. The plan is to start organizing businesses in the healthcare cluster locally, identify local priorities, and mobilize for action locally or regionally if there are shared priorities with other counties. In the context of the Central RPU Regional Plan, the slingshot initiative will serve to establish protocols and promising practices that Coastal RPU members may use as they address other priority and emerging sectors in the future.

Local areas within the Coastal RPU will use Collaborative Economics' Industry Engagement Toolkit as its recipe for employer, business, and industry engagement. Initial launch meetings with industry members have been held for Santa Cruz, Monterey, and San Luis Obispo counties during the first quarter of Program Year 2016-17. Following the work of the Coastal RPU, the local areas will focus primarily on providing services to individuals and "feeding" the regional pipeline using AJCCs as an access point or on-ramp for programs that provide skills attainment for individuals who need to up-skill, especially those populations with barriers to employment. To aid in this effort, the local areas plan to integrate service delivery, braid resources, and provide supportive services while also coordinating services under the MOUs to operate the AJCC delivery system.

Local workforce boards in the Coastal RPU will also align local area policies to include a commitment to co-enroll participants so that if a participant moves from one region to another within the Central RPU they may still receive services. This could also prove beneficial for individuals that live in the sub-region areas of in the San Luis Obispo, Santa Barbara and Monterey Peninsula areas. A region-wide supportive services policy, for individuals in the established commute patters could be developed as appropriate.

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

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

As previously stated, a priority of the MCWDB has always been to coordinate local workforce investment activities with regional economic development activities. This came to fruition in 2010, when Monterey County formed the Economic Development Department to implement an integrated economic development and workforce model. The MCWDB Executive Director works collaboratively with the Director of the Economic Development Department to engage its membership of both the full MCWDB and Economic Opportunity Committee, to measure its effectiveness in meeting both federal and State legal requirements and to ensure their respective plan goals has a process for continuous review, input and improvement of performance on a local and regional level.

The MCWDB also coordinates with and relies on its workforce partners on regional economic development activities carried out in the local area. This includes a partnership with the Monterey County Business Council (MCBC) and their Competitive Clusters (C2) project, which

includes a joint effort between MCBC and the County of Monterey, with funding from the CEO. The effort is led by private and public sector leaders drawn from across the county. Modeled after successful approaches in many other regions, it emphasizes collaboration with key members of the private sector to formulate strategies that support and enhance the competitiveness of Monterey County's main industry clusters in order to stimulate job creation and strategic infrastructure improvements, while achieving overall economic sustainability.

The AJCC partners in collaboration with the MCWDB work with the Small Business Development Centers (SBDC) operated through Cabrillo College and the California State University, Monterey Bay on economic development activities. Efforts are ongoing with the Business Services Team and MCWDB staff to more effectively link SBDC services to the AJCC delivery system to promote and support entrepreneurial skills training and microenterprise services. This is done through informational surveys offered to job seekers. Also, the AJCC regularly hosts networking sessions with local employers and job seekers to identify occupational and lifelong learning opportunities in the local labor market. Each networking session features a local employer sharing vital information on their expectations, qualifications and the types of positions available in their industry.

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

In Monterey County, WIOA adult and dislocated worker program services are provided through a combination of comprehensive and satellite AJCCs as well as specialized grant projects provided by the Monterey County Economic Development Department / Office for Employment Training and other workforce and community partners. The Office for Employment Training is the primary WIOA adult and dislocated worker program provider in Monterey County and manages the career services component of the comprehensive AJCC in partnership with the Employment Development Department Workforce Services staff, CalWORKs Employment Services and other rotating partners.

The WIOA adult and dislocated worker programs are designed to increase the employment, retention, earnings and occupational skill attainment of participants. Individuals may receive basic career services such as an orientation to the AJCC, information on training providers and performance, labor market statistics, community job fairs and recruitment events, referrals to community resources and use of the AJCC resource room. During the orientation and intake process, customers will be asked to self-identify special needs and/or requirements to determine eligibility and priority of service. An intake assessment is used to assess language and or accessibility needs, and reasonable steps to ensure meaningful access by limited English proficient customers to services. This includes determining the need to provide interpreting services. For adults needing more staff assisted and individualized career services, AJCC partners will work with eligible participants to develop a service strategy, to set career pathway goals and objectives which culminate into gainful and sustainable employment using a comprehensive assessment known as the Individual Employment Plan (IEP). Job training opportunities are available for selected individuals who are in need of occupational training to gain the skills necessary to obtain productive and self-sustaining employment. Rapid Response and business services to adults and dislocated workers are provided by the MCWDB in conjunction with other partners.

The MCWDB is also committed to ensuring that its WIOA funds and leveraged resources are allocated to meet local workforce skill needs in the identified industry clusters and workforce skill gaps areas. This effort has proven to increase worker productivity and wages, employer

profitability, and help the underemployed progress to achieve their employment goals. This is evidenced by the MCWDBs successful achievement of the Department of Labor's Common Measures performance goals that indicate Monterey County is exceeding its adult and dislocated worker performance levels for those that found jobs, stayed employed and received a sustainable wage.

Prior to transition into postsecondary education or training, the MCWDB requires that all participants complete a series of ACT WorkKeys® assessments. The AJCC delivery system uses it to identify individuals who have the basic skills required to be successful in a given position or career and businesses can use the tool to make hiring, training and promotion decisions.

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

The MCWDB's Rapid Response Team offers a full range of coordinated services to employers and workers affected by cutbacks, mass layoffs, and plant closures. The Rapid Response Team of professionals conducts on-site sessions where employees can learn about unemployment benefits, job search techniques, and reemployment and training opportunities. The team also actively participates in developing strategies to help employers to sustain and retain jobs to avert layoffs within Monterey County.

In cases of disasters, mass layoffs, significant downsizing, business closures or other events that precipitate substantial increases in the number of unemployed individuals, the team of professionals provide Rapid Response activities and orientations onsite, to the affected workers.

The MCWDB, Business Services, and Rapid Response Team members are ready and prepared at a moment's notice to respond to Worker Adjustment and Retraining Notification Act (WARN) announcements and to serve small businesses affected by the need to downsize their company. Early intervention for identification of layoffs is essential in assisting both the employer and employee facing a layoff to ensure both come to a successful conclusion. The Business Services Team comprised of MCWDB staff, Economic Development Department staff, and EDD UI representatives provide information at on-site Rapid Response orientations that offer a wide array of services to support both business and employees faced with upcoming changes. Trade Adjustment Assistance (TAA) information is also provided to businesses impacted by foreign competition.

While these elements are the foundation for any effective Rapid Response activity, each orientation is unique and geared to the needs of the employer and job seekers. Over the years, the Rapid Response Team has incorporated services to meet the changing economic conditions such providing information on unemployment insurance benefits, small business, and entrepreneurship training opportunities. The Rapid Response Team has also developed customized job fairs to connect impacted workers to area employers that are hiring.

In an effort to keep employers, employees, and job seekers competitive, additional resources are made available that include information on "Keep Your Home California" a program designed to assist unemployed homeowners who have suffered a financial hardship with mortgage assistance, "Department of Community Services and Development" a program designed to connect people to home energy assistance, energy crisis intervention, and low-income weatherization programs; and the "California Alternate Rates for Energy (CARE) Program" that offers low-income consumers a discount on energy bills. The Rapid Response

Team also promotes 2-1-1, a program designed to assist residents of Monterey County to easily connect to a wide variety of health and human services such as family counseling, food and clothing assistance, housing, transportation, utility and rental assistance and more.

Other key services also provided to assist dislocated workers, impacted by layoffs include job search assistance, resume writing and interview skills geared to laid-off workers and assessments tools assisting them in identifying their talents, interest, and values.

The MCWDB is also responsible for taking a leadership role in applying for special grant funds to assist impacted businesses and workers. Over the past several years, MCWDB received and administered over \$800,000 in Governor's 25 Percent Discretionary Dislocated Worker Additional Assistance grant funds to expand re-employment services and training to individuals due to an increase of displaced workers seeking services through the AJCC delivery system. The increased customer flow is driven by multiple layoffs, primarily in the banking and agriculture light manufacturing industries.

Regionally, MCWDB has participated on a Central Valley Rapid Response Roundtable since 2013 and most recently started participating on the Central Coast Business Engagement Roundtable. Both were established to represent regions throughout California to recommend policy that guides local workforce systems on how to provide effective and timely Rapid Response and business engagement services.

In November 2016, the State of California EDD announced the availability of EconoVue, an online cloud-based service, which utilizes the Dun & Bradstreet business database. The Rapid Response Team uses this online system to assist in business outreach and relationship management. Team members are able to access company details to determine if an employer is facing financial stress to facilitate Rapid Response employer outreach.

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

The MCWDB has designed youth services to be completely integrated into the AJCC delivery system in Monterey County. Youth workforce development activities and services are provided through the AJCC delivery system utilizing WIOA and specialized grant project funds. Services are provided by the Monterey County Economic Development Department / Office for Employment Training, Turning Point of Central California and other workforce and community partners.

All youth are given access to the AJCC delivery system that connects them with the full range of basic career services available in Monterey County. During the initial orientation and intake process, youth customers will be asked to self-identify special needs and/or requirements to determine eligibility and priority of service. An intake assessment is used to assess language and or accessibility needs, and reasonable steps to ensure meaningful access by limited English proficient customers to services. This includes determining the need to provide interpreting services. AJCC service providers also administer the Test for Adult Basic Education (TABE), which helps to identify basic skills deficiencies. The results are reviewed and used to assure appropriate services are coordinated and provided to participants. Over the next year to achieve alignment, Monterey County will be transitioning its AJCC partners to use the Comprehensive Adult Student Assessment System (CASAS) as its primary standardized

assessment instrument. WIOA eligible youth also participate in a comprehensive objective assessment to identify their skills, aptitudes, career interests and service needs. Age and appropriate assessment tools are used to fully engage youth in the process. Based on the assessment results, an Individual Service Strategy (ISS) is developed identifying short & long term goals and activities to support goal attainment.

Youth that are eligible are offered to choose from 14 youth program elements. Local area youth service providers have the flexibility to determine what specific services a youth will receive based upon the youth's assessment and service strategy. However, it is the policy of the MCWDB to ensure that all 14 youth program elements are available to youth in Monterey County through its WIOA youth funded programs and service providers.

The MCWDB is committed to assisting individuals with disabilities, including youth, and providing a barrier-free environment where individuals can seek to receive employment related services. MCWDB will ensure that resources are available through the AJCC delivery system, as needed for individuals with disabilities. As required, the AJCC delivery system is evaluated on a regular basis by an EEO officer to ensure its facilities are accessible to, and usable by, individuals with disabilities. Currently, the comprehensive AJCC and satellite locations are accessible to individuals with disabilities.

Members who serve on the full MCWDB and youth adhoc roundtable represent business, adult education, housing authority, K-12 education, apprenticeship training programs, youth in-school, organizations with experience in youth activities, and community based organizations. Together, these experts help to create policy and guidelines for the AJCC delivery system to follow to meet the needs of youth, especially those who have barriers to employment. MCWDB also works with the Department of Rehabilitation and other partner organizations with expertise in serving individuals with disabilities, including youth, to seek advice on improving service access and service delivery in the AJCC comprehensive and satellite locations.

In an effort to increase the number of career pathway programs in demand industries, the MCWDB met and developed initiatives from past MCWDB retreats that focused on workforce development and educational and training opportunities at various stages along a career pathway so that workers develop a foundation for future advancement to higher paid jobs as they progress. As a result, the MCWDB's Youth Committee (now adhoc workgroup) championed the idea of formulating and implementing a speaker's bureau with a goal of connecting individuals from trades and businesses to talk with students to make them aware of future high-wage, high-demand career opportunities and the educational requirements, while connecting a "classroom to the careers" mindset.

In an effort to ensure continuous improvement of its WIOA programs, services and performance management, the MCWDB has taken the lead to administer a regional grant to host Coastal RPU training sessions for all providers and workforce stakeholders. As needed, technical assistance is provided to selected providers to further develop staff capacity in working with the various target populations, including youth. The first regional training session designed for WIOA youth program services was held on December 8 & 9, 2016, with over 20 workforce professionals in attendance. The training covered WIOA youth eligibility, intake, retention, case management and performance management.

- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities

to coordinate strategies, enhance services, and avoid duplication of services.

MCWDB believes strong relationships with educational institutions are critical for many of the services the AJCC delivers on a regular basis. One of the methods the MCWDB follows to help coordinate education and workforce activities with secondary and postsecondary programs is to make sure there is regular communication between institutions. The MCWDB meetings serve as a place to convene education partners to learn about what the other is doing and how the organizations can collaborate. In regards to higher education, the MCWDB has superintendents/presidents from the county's two community colleges, Monterey Peninsula and Hartnell College, who serve on the full MCWDB. The director from Mission Trails Regional Occupational Program and Salinas Adult School, and principal from Central Coast High School and Monterey Adult School also serve on the MCWDB youth adhoc roundtable. These representatives are encouraged to share information about their programs and initiatives to explore possible ways to work together, avoid duplication of efforts, and ensure smooth transitions for participants between core programs to improve successful post-secondary completion and employment.

Specifically, the MCWDB and its AJCC delivery system have coordinated relevant secondary and post-secondary education programs by supporting and attending various advisory board meetings at the community college level to bring a workforce perspective. For example, MCWDB staff participates in meetings hosted by Hartnell College for the purpose of working closely with industry to develop new, innovative programs in response to workforce development needs. On December 13, 2016, MCWDB staff participated in a strategic planning meeting with Hartnell College's Ag Steering Committee and major supporters to identify training needs, gaps, and help prioritize needs for academic programs to best support the Salinas Valley's prominent agricultural industry over the next several years. Key leaders from the Agriculture industry were invited to join the meeting to share recommendations for the work ahead to incorporate in their five year strategic plan. This is especially critical since the Agriculture, Forestry, Fishing and Hunting is the largest priority industry sector in Monterey County.

MCWDB will continue to coordinate education and workforce activities in relation to secondary and post-secondary education programs through coordinated efforts in career pathway development that includes Title II adult education and literacy partners, and employer input, as well as collaborative efforts with AJCC delivery system partners. The MCWDB will identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and jobseekers. The MCWDB will connect with representatives of secondary and post-secondary education programs in the local area in order to develop and implement career pathways that meet the current and developing needs of business.

- vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.

To facilitate the success of participants, supportive services may be available to remediate external barriers to employment such as transportation issues, childcare and other appropriate supportive needs. Additionally, clothing, tools, and equipment is made available for participants if required for engagement in training or leads to employment retention. Other supportive services are referral based. A wide range of other supportive services may be provided when acute needs arise, at the direction of an AJCC case manager.

The MCWDB adopted a supportive services policy, which established a \$1,000 supportive service limitation, based on funding availability, for each enrolled WIOA Title I adult, dislocated worker and youth customer. This broad policy incorporates detailed supportive service requirements including the development and retention of appropriate documentation of the need for and provision of supportive services.

WIOA Title I supportive services are only to be provided when they are determined necessary, reasonable and allowable to enable adults, dislocated workers, or youth to participate in WIOA Title I activities and to those individuals who are unable to obtain supportive services through any other resource or program providing such services. Provision of supportive services must be based on an objective assessment, described and justified on the Individual Service Strategy (ISS) for youth or Individual Employment Plan (IEP) for adults and dislocated workers.

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

In Monterey County, Wagner-Peyser services are delivered through the comprehensive AJCC by the State of CA Employment Development Department (EDD) local Workforce Services staff. EDD is one of the core and co-located partners of the comprehensive AJCC delivery system located at 730 La Guardia Street in Salinas, California.

Through the State's CalJOBS system, EDD partners at the AJCC allow the public access to computers to view job listings. Both WIOA Title I and EDD partners use the CalJOBS system when meeting with customers to verify participant registration and data to avoid duplication of services. The CalJOBS system is also used to enhance communication and the sharing of participant data to partner services funded by WIOA. CalJOBS allows the workforce system to move clients through the AJCC system utilizing a common set of career services designed to increase employability and job retention.

EDD staff provides outreach, intake (including identification through the State's Worker Profiling and Reemployment Services System of unemployment insurance (UI) claimants likely to exhaust benefits), information regarding the eligibility and the filing of UI as well as orientation to information and other services available through the AJCC delivery system. UI claim filing is available through a centralized bank of telephones, online and fax system at the AJCC in Salinas to link clients to information about UI programs and how to apply. EDD provides basic and individualized career services, particularly for those individuals with barriers to employment. EDD also provides services to target priority groups of all job seekers and employers in the AJCC, such as migrant and seasonal farm workers, persons with disabilities, UI recipients, welfare beneficiaries, veterans and youth.

To ensure a quality focused, employer-driven, and customer-centered AJCC delivery system, the MCWDB will ensure regular meetings and opportunities for cross-training will be coordinated amongst AJCC delivery system partners. This will help to promote AJCC partner knowledge and services, streamline processes, understand how partners interact with customers across different funding streams, and understand partner roles to match and refer customers to the appropriate partner for services.

- viii. Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II

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

In accordance with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232, the MCWDB's Local Plan was shared with its Title II program partners to ensure development for Title II applications for funding are consistent with the Local Plan, including adherence to MOU Phase I and Phase II cooperative arrangements for the delivery of adult education and literacy activities; providing services in alignment with the Local Plan, promoting concurrent enrollment in programs and activities under WIOA Title I, meet the State adjusted levels of performance, including the collection of data to report on performance indicators; and fulfilling AJCC partner responsibilities for the purpose of providing services in a manner that meets the needs of eligible individuals.

To ensure the required opportunity for Title II program applicants to review and provide comment on the Local Plan, the MCWDB linked the Local Plan to its website (www.montereycountywdb.org), emailed electronic copies to Title II program partners and interested parties, and advertised to the public through social media and local newspapers. Comments and suggestions were reviewed and integrated into the plan, as appropriate.

The MCWDB understands that it's important for Monterey County residents to access quality education that prepares them for the workforce throughout their career beginning with elementary school through continuing education opportunities that keep them on a successful career pathway. In doing so, the MCWDB has developed collaborative working relationships with Title II adult education and literacy partners. This collaborative has been strengthened by the appointment of Title II adult education representatives, including the County's two community college presidents/superintendents appointed to the MCWDB and representatives from Mission Trails Regional Occupational Program, Salinas Adult School, Central Coast High School and Monterey Adult School who currently serve on the MCWDB's youth adhoc roundtable.

Consistent with the MOU Phase I, Title II adult education and literacy providers who are mandated partners of the AJCC delivery system in Monterey County, agree to provide services to individuals who require adult education (adult basic education [ABE] and adult secondary education [ASE] which includes high school diploma or its state-approved equivalency), literacy, workplace adult education and literacy activities, family literacy activities, English language acquisition activities, integrated English literacy and civics education (IEL/CE), workforce preparation activities, and integrated education and training.

As a supporter of career pathways, MCWDB has found that success in post secondary education and training depends on basic skill proficiency customers being referred to Title II adult education and literacy partners for basics skill and remedial instruction, GED instruction and certification, occupational skills training, and or short term training. Also, MCWDB encourages its service providers to pursue co-enrollment in Title I youth services and Title II adult education programs that foster collaboration, educational persistence and provide a valuable stepping stone to occupational credentials and higher wages. Through referrals and/or co-enrollment, MCWDB's service providers will work with its Title II adult education partners to develop additional credentialing benchmarks, so that basic and occupational skills can be

developed on a timeline that, as quickly as possible, re-inserts participants into the labor force, even if only on a part-time basis while continuing education and/or training.

- ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

Monterey County has a very diverse population of limited English proficient individuals. According to the 2011-2015 American Community Survey (ACS) 5-Year Estimates, of the total population of people ages five years and older, 53.6 percent speak a language other than English at home. Over 46 percent of individuals indicated Spanish as the primary language spoken with 26.2 percent reported that they spoke English less than “very well”. For citizens who are 18 years and older, 35 percent speak a language other than English at home and 27.5 percent indicated Spanish as the primary language spoken. During Program Year 2015-16, of the total number participants served through the AJCC delivery system, 26 percent reported having a basic skills deficiency. These characteristics and percentages are important to keep in mind as the AJCC delivery system and partners consider the provision of services offered to individuals with limited English proficiency and or basic skills challenges.

The MCWDB has developed policies to help guide AJCC delivery service providers to ensure priority of service, including those that are basic skills deficient, is incorporated into the WIOA application process and that service providers offer support to limited English proficient customers through the use of bi-lingual staff, supportive and translations services and cultural awareness programs.

The following describes how the AJCC delivery system will serve these special populations including individuals with limited English speaking ability and or basic skills challenges.

During the initial orientation and intake process, all customers will be asked to self-identify special needs and/or requirements to determine eligibility and priority of service. An intake assessment is used to assess the language and or accessibility needs, and reasonable steps to ensure meaningful access by limited English proficient customers to services. This includes determining the need to provide interpreting services. AJCC service providers also administer the Test for Adult Basic Education (TABE), which helps to identify basic skills deficiencies. The results are reviewed and used to assure appropriate services are coordinated and provided to participants. Monterey County will be transitioning its AJCC partners to use the Comprehensive Adult Student Assessment System (CASAS) as its primary standardized assessment instrument, starting in Program Year 2017-18.

The AJCC delivery system currently has a sufficient number of qualified bi-lingual staff in public contact positions and can translate documents explaining available services as needed. If necessary, AJCC partners will contact our local Department of Rehabilitation partner for assistance with interpreters, or call a contracted interpreter for assistance services. If

customers wish to provide their own interpreter, they are asked to complete a form to identify their language preference and auxiliary aid needs.

Continual partner input is invaluable when assessing ease and paths of access to career pathways. With employment the ultimate goal, incorporating supportive services, basic skills education, refresher training, work experience, cultural awareness programs, and tutoring as support activities diminishes the impact of barriers. While classroom instruction provides solid foundational support, the application of skills, especially those skills identified by employers, will improve outcomes for individuals with barriers to employment.

As previously stated, prior to transition into postsecondary education or training, the MCWDB requires that all participants complete a series of ACT WorkKeys® assessments.

F. Relevant Information Pertaining To Grants and Grant Administration:

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

Monterey County's Chief Elected Officials (CEO) is the local grant recipient and is liable for the use of WIOA funds. The CEO has designated the Monterey County Workforce Development Board (MCWDB) as the entity responsible for the disbursement of WIOA funds with concurrence from the CEO.

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

WIOA Title I contracts and awards are selected through an open and competitive procurement process to identify appropriate and qualified providers of One-Stop operator and WIOA services.

The MCWDB follows the Monterey County and local procurement policies which involves a Request for Proposal (RFP) process to ensure fair and objective decision-making when awarding grant funds to qualified applicants. The competitive procurement process is in accordance with the Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

The RFP typically indicates the intent and background, available funding, calendar of events, county points of contact, scope of work, contract term, proposal format, selection criteria, method for scoring proposals, the deadline for receipt of proposals and the appeals process.

Once the RFP is ready for release, a public notification is normally advertised through social media and local newspapers, and distributed publicly using Monterey County's Contracts and Purchasing website for the public to access. This website contains the entire RFP and all supporting documents and amendments. A copy of the RFP is emailed to anyone who requests it and to any prior bidders. Typically two weeks following the release, a bidders' conference is held to allow interested parties to ask questions and ensure everyone receives the same information. All questions and answers from the conference are posted on Monterey County's Contracts and Purchasing website. Bidders are required to submit their proposals to a specified location by a specified date and time. Once proposals are received by the submission deadline, they are screened for compliance and specifications of the RFP. Each RFP is reviewed by a Selection Committee and evaluated as to the merits of the proposal, which includes a cost analysis. All reviews include a documented methodology for technical evaluation of each

proposal. The Selection Committee then makes a final recommendation as to which proposal(s) best meets the RFP requirements. The recommendations of the Selection Committee are presented to the MCWDB's Executive Committee for consideration and approval, then to the full MCWDB for concurrence, and finally to the CEO for final approval. Careful documentation of the successful bidder(s) selection is maintained for reference. A notice of intent to award is issued, followed by the award, and the execution of the contract. If only one proposal is obtained and that proposal is deemed to be responsible, then the non-competitive or sole source process may be used.

G. Relevant information pertaining to performance goals:

- i. The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.

Monterey County's local area levels of performance have been negotiated for Program Year 2016-17 as allowable under the WIOA. Monterey County WDB intends and is positioning itself to address and meet the new performance goals as set forth below. Baseline indicators will be measured using the CalJOBS statewide system when the system is configured to do so.

Program Year 2016 – 2017 Proposed Performance Goals			
Common Measures	Adults	Dislocated Workers	Youth
Employment Rate 2 nd Qtr After Exit	65.0%	68.0%	62.4%
Employment Rate 4 th Qtr After Exit	60.5%	66.5%	64.2%
Median Earnings 2 nd Qtr After Exit	\$5,400	\$5,500	Baseline
Credential Attainment within 4 Qtrs After Exit	51.0%	60.0%	54.7%
In Program Skills Gain	Baseline	Baseline	Baseline

The "Baseline" indicators (shown in the table above) will not propose an expected level of performance for Program Years 2016-17 or 2017-18. Although the "Baseline" indicators will not be negotiated and will not be used to determine performance accountability for PY 2016-17 and 2017-18, Monterey County local area service providers plan to collect data so that it can report on these indicators of performance through the CalJOBS statewide system.

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

- i. Identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

• **WSD15-14 - WIOA Adult Program Priority of Service**

The MCWDB adopted the WIOA Adult Program Priority of Service policy to provide guidance to the AJCC delivery system partners on how to meet the priority of service requirements. The policy states, priority of service must be given to recipients of public assistance, low-income individuals, or individuals who are basic skills deficient, veterans and their eligible spouses.

Adults who receive services from WIOA funded staff beyond self service and information must be determined eligible, enrolled and considered a participant for WIOA Title I services. Individualized career services and training services must be given on a priority basis, regardless of funding levels. First priority is given to veterans and eligible spouses who are low-income, to include recipients of public assistance, or those who are basic skills deficient. Second priority is given to individuals who are low-income, to include recipients of public assistance, or those who are basic skills deficient. Other eligible Individuals who do not meet the aforementioned priorities may still be enrolled as participants in the WIOA adult program. Veterans and eligible spouses that are not low-income, recipients of public assistance, or basic skills deficient are not included in the required 51 percent priority of service calculation. Prior to the adoption of this policy, Monterey County has had a long history of serving these special populations through its WIOA adult program. For example, in Program Year 2015-16, 67 percent of adults served were low income, 6 percent were basic skills deficient and 1.2 percent were veterans.

- **WSD15-12 - WIOA Memorandums of Understanding Phase I**

To achieve the strategic vision of the Local Plan, the MCWDB will continue to build on its strong AJCC delivery system partnerships with core and mandatory partners in the comprehensive AJCC, two satellite offices and partner affiliate locations within Monterey County. These partnerships were formed and maintained over the last two decades and now have been formalized to carry out the core programs and mandatory partner programs under WIOA through a Memorandum of Understanding (MOU) Phase I agreement. Phase I of the MOU development involved working with the AJCC core partners to develop agreement on the operations of the local AJCC delivery system, partner roles and responsibilities, and how it relates to shared services and customers.

On February 23, 2016, MCWDB staff attended a “Building the WIOA Partnership and Development the Memorandum of Understanding (MOU)” training session with its core program partners including Wagner-Peyser, Department of Rehabilitation, WIOA Title I, MCWDB staff and board members who were available to attend. At this meeting, all partners gained insight on how to redesign, align, coordinate, and integrate programs to ensure all required services are provided throughout the AJCC delivery system in a seamless fashion, how best to increase access to services online and in-person, how to refer customers amongst partner programs, and how partners may work together to achieve outcomes. Fifteen (15) local organizations were identified under the WIOA-mandated partner categories to participate in the MOU Phase I and MCWDB staff convened meetings with these partners throughout the spring of 2016 to identify shared customers, services, and opportunities for improved collaboration and service delivery. MOU Phase I is the result of input from local partners and guidance from the State. It represents Phase I of a two-part process. Phase I addresses the operations of the local AJCC delivery system, partner roles and responsibilities, and how it relates to shared services and customers, while Phase II entails shared infrastructure costs and other system cost requirements. Phase I of the MOU process was completed and submitted to the full MCWDB for approval on June 1, 2016 followed by the CEO for approval and signature at their meeting on June 28, 2016. A fully executed and signed MOU Phase I was submitted to the State of California Workforce Services Division on June 29, 2016. For further details regarding the MOU, reference APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I.

- **WSDD-151 - WIOA Phase II Memorandums of Understanding**

On October 25, 2016, MCWDB attended a “Continuing to Build the AJCC System Partnership, Developing the Memorandums of Understanding (MOU) Phase II” training session with its core program partners including Wagner-Peyser, Department of Rehabilitation, and MCWDB staff members who were available to attend. At this training, all partners gained insight on how to

build on the success of the MOU Phase I process for the development of the infrastructure funding agreement to include elements for sharing infrastructure costs and other system cost requirements. The partners left with a plan and template to complete the MOU Phase II.

MCWDB staff convened initial meetings in November and December 2016 with core partners that are co-located at the comprehensive AJCC to work on the MOU Phase II development process. It is anticipated that Phase II of the MOU process will be completed and submitted to the State of California Workforce Services Division by September 1, 2017.

I. Relevant information on training activities:

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

It is the goal of the MCWDB to invest and allocate its resources to train its workforce in the major industry sectors based on current labor data in order to prepare job seekers for career pathways to middle and high skilled jobs that ensure advancement opportunities and self-sufficiency. Therefore, the MCWDB has provided guidance under the Industry Clusters policy that provides information to ensure that program operators in receipt of WIOA Title I training funds develop plans to implement a cluster-driven focus for specific industries and occupations to include agriculture, hospitality/tourism, healthcare, education, and building/design. In addition, the associated occupations of the selected clusters must meet a minimum entry level wage of \$10.50 per hour (starting January 2017), have sufficient growth, and dedicate at least 50 percent of training funds in the targeted occupations. These industries also reflect the strategic initiatives of the CEO that aims to support efforts to fund and develop regional countywide economic development initiatives and jobs key to the primary sectors of Monterey County.

To increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries and occupations, MCWDB approved the Individual Training Account (ITA) policy which gives local AJCC service providers guidance on implementing individual training accounts that are flexible, maximizes informed customer choice and aligns with the MCWDB's priority industry sectors. Participants can select from a database of eligible training providers listed on the statewide Eligible Training Provider List (ETPL), based on labor market conditions and trends; the customer's interests, aptitude, abilities, local labor market information; training vendor's performance and cost information. The customer is informed of the growth areas and projected growth areas prior to finalizing the type of training preferred.

Through the efforts of the AJCC service providers and guidance provided by these policies, the MCWDB is able to increase the number of underprepared job seekers who receive training. Ultimately, these efforts have proven to increase worker productivity and wages, employer profitability, and help the underemployed progress to achieve their employment goals. This is evidenced by the MCWDBs successful achievement of the Department of Labor's Common Measures performance goals that indicate Monterey County is exceeding its adult and dislocated worker performance levels for those that found jobs, stayed employed and received a sustainable wage. For example, in Program Year 2015-16, Monterey County served 1,118 job seekers and placed 339 in individual training accounts and on-the-job training, investing a total of \$979,483 in training.

J. Public transparency, accessibility and inclusivity information:

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

Following the MCWDB's Executive Committee public meeting on January 18, 2017, a draft copy of the Local Plan was published for public comment, during a 30-day period from January 18, 2017 to February 16, 2017. To ensure the required opportunity for a broad base of community partners, workforce stakeholders and public to access the Local Plan, it was advertised through social media and local newspapers, and distributed publicly using the MCWDB's website at: www.montereycountywdb.org. Electronic copies posted on the MCWDB website were made accessible for the general public including individuals with disabilities. Hard copies of the Local Plan were made available for the public to access at the comprehensive AJCC and at all MCWDB open and public meetings.

In an effort to ensure public comment and input was obtained in the development and review of the Local Plan, the MCWDB and members of the region's economic development organizations, labor organizations, local education providers and core partners were notified of access to the plan and provided the opportunity to offer input into the plan. All comments and suggestions were reviewed and integrated into the plan. No public comments that disagree with the Local Plan were received during the 30-day public comment period.

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

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

The ultimate goal of the AJCC delivery system is to provide a seamless integration of expanded career and training services from as many agencies as necessary and to connect job seekers to valuable services. Currently, AJCC core partners use multiple data systems and spreadsheets to handle intake and case management, and track performance outcomes for each program. For intake and case management purposes, WIOA Title I adult, dislocated worker and youth service providers and WIOA Title III EDD Wagner-Peyser partners use the CalJOBS system. Individuals that are eligible may co-enroll in the CalJOBS system, using a variety of WIOA and non-WIOA funding streams. The CalJOBS system that is used by EDD and WIOA Title I service providers will remain the local area's system of record for WIOA Title I federal reporting.

Consistent with the MOU Phase I, the AJCC core partners agree to meet to discuss options for the purpose of data collection and performance reporting. The commitment to share information to the greatest extent allowable under each partner's governing legislation and confidentiality requirements is being considered.

The AJCC frontline staff is familiar with the functions and basic eligibility requirements of each WIOA core program, and can appropriately assist customers and make knowledgeable referrals to partner programs, as needed and as appropriate. As needed, staff provides referrals to adult literacy programs funded through WIOA Title II to help job seekers to improve their literacy skills to obtain a GED and/or enter vocational training. They also refer job seekers to EDD Wagner Peyser services (Title III) offered through the comprehensive AJCC and provide referrals to Vocational Rehabilitation services (Title IV) offered by the Department of Rehabilitation. Monterey County Department of Social Services CalWORKs employment program is integrated into the AJCC delivery system and ongoing referrals are coordinated by AJCC partners.

In cases where customers must be referred, all referrals are tracked using a referral form to ensure that the customer is receiving the service. If the service cannot be provided using the referral form and process, alternate plans for securing services will be initiated. In addition, as part of the MOU Phase I, the process of reviewing and updating the referral process to ensure an integrated service model among all core partners will be done on a continual basis.

The AJCC core partners are looking into using a customer portal known as “VOS Greeter” to track foot traffic throughout the comprehensive AJCC to alert staff when job seekers visit for a specific reason or have an appointment with staff. This portal can be used as a virtual check-in system to assist core partners with their intake process and provide for better coordination, communication and customer service.

L. Other miscellaneous information requirements:

- i. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

In accordance with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232, the MCWDB’s Local Plan was shared with its Title II program partners to ensure development for Title II applications for funding are consistent with the Local Plan. This includes adherence to MOU Phase I and Phase II cooperative arrangements for the delivery of adult education and literacy activities; providing services in alignment with the Local Plan, promoting concurrent enrollment in programs and activities under WIOA Title I, meeting State adjusted levels of performance, including the collection of data to report on performance indicators; and fulfilling AJCC partner responsibilities for the purpose of providing services in a manner that meets the needs of eligible individuals.

To ensure the required opportunity for Title II program applicants to review and provide comment on the Local Plan, the MCWDB linked the Local Plan to its website (www.montereycountywdb.org), emailed electronic copies to Title II program partners and interested parties, and advertised to the public through social media and local newspapers. Online surveys were added to the MCWDB website to solicit and gather comments as well. Comments and suggestions were reviewed and integrated into the plan, as appropriate.

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

As stated previously, the MCWDB adopted the WIOA Adult Program Priority of Service policy to provide guidance to AJCC delivery system and partners on how to meet the priority of service requirements. The policy states, priority of service must be given to recipients of public assistance, low-income individuals, or individuals who are basic skills deficient, veterans and their eligible spouses. According to this policy, at least 51 percent or more of the participants

served with WIOA adult funds must be either low-income, recipients of public assistance, or basic skills deficient. Prior to the adoption of this policy, Monterey County has had a long history of serving these special populations through its adult program. For example, in Program Year 2015-16, 67 percent of adults served were low income, 6 percent were basic skills deficient and 1.2 percent were veterans.

Adults who receive services from WIOA funded staff beyond self service and information must be determined eligible, enrolled and considered a participant for WIOA Title I services. Individualized career services and training services must be given on a priority basis, regardless of funding levels. First priority is given to veterans and eligible spouses who are low-income, to include recipients of public assistance, or those who are basic skills deficient. Second priority is given to individuals who are low-income, to include recipients of public assistance, or those who are basic skills deficient. Other eligible Individuals who do not meet the aforementioned priorities may still be enrolled as participants in the WIOA adult program. Veterans and eligible spouses that are not low-income, recipients of public assistance, or basic skills deficient are not included in the required 51 percent priority of service calculation.

Through the AJCC delivery system, priority of service is incorporated into the WIOA application process. Individuals that request services must first undergo a determination for eligibility and appropriateness prior to the implementation of any program services beyond basic career services (i.e. individualized career and training services). All registered WIOA adults that do not qualify for training services due to the limitations imposed by the priority of service requirement can improve their employability through a menu of basic career services.

Qualified veterans and their eligible spouses are provided access and priority of services at each AJCC by EDD Workforce Services staff. All AJCC partners are encouraged to provide the same level of service priority. Customers who are veterans and/or eligible spouses will be provided the full selection of services that includes intake, assessment, and enrollment in programs for qualified veterans. EDD's CalJOBS system includes a 24-hour Veteran's Priority hold to ensure that veterans will receive a 24-hour priority hold on all job listings, customized job search assistance, job fairs, employer recruitments, and other events and resources.

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

Portions of the Local Plan were handled in the Coastal Regional Planning Unit (RPU) Regional Plan, consisting of Santa Cruz, Monterey, San Luis Obispo, and Santa Barbara counties, to include Section 2. "Regional Planning Units (RPU) Regional Plan", subparts A through J.

Sections M through U, are listed and attached to this Local Plan as follows:

- M. APPENDIX 1: Local Board Assurances
- N. APPENDIX 2: List of Comprehensive One-Stops and AJCC Partners in the Local Area
- O. APPENDIX 3: AJCC Memorandums of Understanding (MOU) Phase I
- P. APPENDIX 4: Local Area Grant Recipient Listing
- Q. APPENDIX 5: Local Workforce Development Board Bylaws
- R. APPENDIX 6: Program Administration Designee and Plan Signatures
- S. APPENDIX 7: List of Stakeholders Engaged in Regional and Local Planning Process
- T. APPENDIX 8: Key Strategic Goals, Strategies and Actions
- U. APPENDIX 9: Summary of Public Comments

Appendix 1: Local Board Assurances

Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIA Section 14233).

- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

SIGNATURE PAGE

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board
Chair


Signature

Erik Cushman

Name

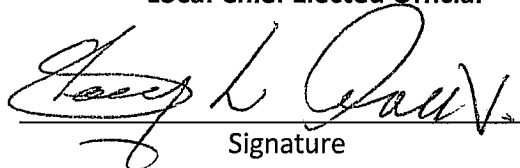
Chair, Monterey County Workforce
Development Board

Title

3/13/17

Date

Local Chief Elected Official


Signature

Mary Adams

Name

Chair, Monterey County Board of
Supervisors, District 5

Title

2-8-2017

Date

Appendix 2: List of Comprehensive One-Stop and America's Job Center of California (AJCC) Partners in the Local Area

Comprehensive One-Stop / AJCC:	
Number of comprehensive AJCC:	One; located in Salinas
Name of AJCC in local area:	America's Job Center of California
Counties covered:	Monterey County
AJCC complete physical address:	730 La Guardia Street, Salinas, CA 93905
Mailing address (if different):	
AJCC hours of operation:	8am-5pm, M-F, unless otherwise posted
Public phone number:	(831) 796-3600 or (800) 870-4750
TTY number:	(831) 753-6541
CalJOBS website:	https://www.caljobs.ca.gov/
Local Board website:	www.montereycountywdb.org
Office Manager/Administrator: (Name and Title)	Nick Chiulos, Assistant County Administrative Officer (CAO), c/o WDB Executive Director
Phone number:	(831) 755-5145
Public contact email address:	ChiulosN@co.monterey.ca.us

AJCC Partners in the Local Area: Monterey County			
AJCC/One-Stop Required Partner Program	Partner Name	Invited to Engage in MOU and Local and Regional Plans Review and Process	Attended Stakeholder Meeting(s)
WIOA Title I Adult, Dislocated Worker and Youth	Local Workforce Development Board Chair	YES	YES
WIOA Title I Adult, Dislocated Worker and Youth	Monterey County Board of Supervisors / Chief Elected Official (CEO)	YES	YES
WIOA Title I Adult, Dislocated Worker and Youth	Economic Development Department Head	YES	YES
WIOA Title II Adult Education/Literacy	Mission Trails Regional Occupational Program, Monterey Adult School, Pacific Grove Adult School, Salinas Adult School, and Soledad Adult School	YES	YES
WIOA Title II Career/Technical Ed	Hartnell College and Monterey Peninsula College	YES	YES
WIOA Title III Wagner-Peyser, Veterans, Trade Adjustment Assistance Act and Unemployment Insurance	Employment Development Department field divisions, including: LA Coastal Deputy Division Chief - Region 1, Local Employment Program Manager, Labor Market Division LA Coastal Region Manager (interim), Unemployment Insurance Dept (UI) Division Chief, and Labor Market Information Division (LMID)	YES	YES
WIOA Title IV Vocational Rehabilitation	Department of Rehabilitation District Administrator and Local Team Manager	YES	YES
Title V Older Americans Act / Senior Community Service Employment Program (SCSEP)	National Association for Hispanic Elderly (NAHE) Monterey County SCSEP Project Coordinator	YES	YES
Job Corps	Project Director, Salinas AJCC Job Corps Contact	YES	YES

AJCC/One-Stop Required Partner Program	Local Partner Name	Invited to Engage in MOU and Local and Regional Plans Review and Process	Attended Stakeholder Meeting(s)
Native American Programs (Sec 166)	Local area no longer has a contact that serves Monterey County.	n/a	n/a
Migrant/Seasonal Programs (Sec 167)	Center for Employment Training (CET) Salinas and Soledad Center Directors	YES	YES
YouthBuild	Local area does not have a YouthBuild contact that serves Monterey County.	n/a	n/a
Community Action Partnership (CAP) / Community Services Block Grant	Community Action Partnership (CAP), Monterey County	YES	YES
Housing Authority	Housing Authority of the County of Monterey Executive Director and Family Self-Sufficiency / Homeownership Supervisor	YES	YES
Second Chance	Local area does not have a YouthBuild contact that serves Monterey County.	n/a	n/a
Temporary Assistance for Needy Families/CalWORKs	Department of Social Services	YES	YES
Other representatives / partners	Please reference Appendix 8: List of Stakeholders Engaged in Regional and Local Planning Process	YES	YES

**Memorandum of Understanding
between the
Monterey County Workforce Development Board (County)
and the partners of the
America's Job Center of California / One-Stop Delivery System (Partners)**

I. Preamble

In accordance with Section 121(c) of the Workforce Innovation and Opportunity Act (WIOA), this Memorandum of Understanding (MOU) has been developed and executed between the Monterey County Workforce Development Board and the America's Job Center of California (AJCC) / One-Stop partners to establish an agreement concerning the operations of the AJCC / One-Stop delivery system.

The AJCC / One-Stop is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Board's Strategic Plan, which includes the following:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives will be accomplished by ensuring access to high-quality AJCC / One-Stops that provide the full range of services available in the community for all customers seeking the following:

- Looking to find a job
- Building basic educational or occupational skills
- Earning a postsecondary certificate or degree
- Obtaining guidance on how to make career choices
- Seeking to identify and hire skilled workers

II. Purpose

The purpose of this MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities for the operation of the Monterey County AJCC / One-Stop delivery system, as required under the WIOA. This MOU also serves to establish the framework for providing services to employers, employees, job seekers, and others needing workforce services.

- A. WIOA Section 121(c) requires that each Local Workforce Development Board (LWDB), with agreement from the Chief Elected Official (CEO), develop and enter into a MOU between the LWDB and the AJCC / One-Stop partners, with all the entities that serve as partners in the AJCC / One-Stop delivery system.
- B. WIOA Section 121(b)(1)(A)(iii) mandates all entities that are required partners in a local area to enter into an MOU with the LWDB in the respective local area.

- C. WIOA Section 121(b)(1) identifies the federal programs and requires that the services and activities under each of those programs must be made available through each local area's AJCC / One-Stop delivery system. The entities that receive the federal funds for each of these programs and/or have the responsibility to administer the respective programs in the local area are required partners under WIOA.
- D. WIOA Section 121(b)(2) prescribes how entities that provide programs other than those required under WIOA Section 121(b)(1)(B) may participate in the local area's AJCC / One-Stop delivery system as "additional partners" and provide the services available under their programs through the AJCC / One-Stop delivery system.
- E. Per WIOA Section 121(b)(2)(A), both required and additional partners are included as parties to this MOU. Therefore, all entities that participate in the AJCC / One-Stop delivery system as partners, whether required or additional partners, must be parties to this MOU and must abide by the terms prescribed herein and by all applicable federal, state and local rules, plans and policies as applicable and authorized under the partner's program and in keeping with federal guidelines.
- F. WIOA Section 121(b)(1)(A)(iv) indicates that the requirements of each partner's authorizing legislation continue to apply under the AJCC / One-Stop delivery system and that participation in the AJCC / One-Stop delivery system is in addition to other requirements applicable to each partner's program under each authorizing law.
- G. The Department of Labor (DOL) is the federal agency responsible for the administration of the workforce development programs – including WIOA.
- H. The DOL recognizes the Monterey County Workforce Development Board as the agency responsible for the administration and oversight of the local workforce development and employment-related programs in Monterey County, including WIOA.

III. Local/Regional Vision Statement, Mission Statement, and Goals

- A. The vision and mission for the AJCC / One-Stop delivery system under WIOA is as follows:

The publicly funded workforce system envisioned by WIOA is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of regional economies. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provides a comprehensive, accessible, and high-quality workforce development system. This is accomplished by providing all customers access to a high-quality AJCC / One-Stop delivery system that connects them with the full range of services available in their communities, whether they are looking to find jobs, build basic educational or occupational skills, earn a postsecondary certificate or degree, or obtain guidance on how to make career choices, or are businesses and employers seeking skilled workers.

Under WIOA, partner programs and entities that are jointly responsible for workforce and economic development, educational, and other human resource programs collaborate to create a seamless customer-focused AJCC / One-Stop delivery system that integrates service delivery across all programs and enhances access to the programs' services. The AJCC / One-

Stop delivery system includes six core programs. The core partners and programs are as follows:

1. Title I Adult (CEO and LWDB);
2. Title I Dislocated Worker (CEO and LWDB);
3. Title I Youth programs (CEO and LWDB);
4. Title II Adult Education and Literacy programs (California Department of Education);
5. Title III Wagner-Peyser program (California Employment Development Department); and
6. Title IV Vocational Rehabilitation program (California Department of Vocational Rehabilitation).

Through the AJCC / One-Stop delivery system, these partner programs and their service providers ensure that businesses and job seekers – a shared client base across multiple programs identified above – have access to information and services that lead to positive employment outcomes.

Under WIOA, AJCC / One-Stop partners:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and to access other support, including education and training for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of AJCC / One-Stop centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

B. The goals of the AJCC / One-Stop delivery system are to:

- Align goals with the State of California plan(s) applicable to AJCC / One Stop and partners:
 - Foster demand-driven skills attainment
 - Enable upward mobility for all people of Monterey County
 - Align, coordinate, and integrate programs and services
- Implement Customer-Centered design
- Set priority of service goals
- Serve individuals with barriers to employment

IV. Parties to the MOU

A. The Monterey County Workforce Development Board, with the agreement of the Chief Elected Official (Monterey County Board of Supervisors), has the mutual commitment and cooperation of the following AJCC / One-Stop partners agreeing to this MOU and becoming a part of the operations of the AJCC / One-Stop delivery system.

B. AJCC / One-Stop partners include local/regional representatives of the following required programs:

- WIOA Title I Adult, Dislocated Worker, and Youth
- WIOA Title II Adult Education and Literacy
- WIOA Title III Wagner-Peyser
-
- WIOA Title IV Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (Section 166)
- Migrant Seasonal Farmworkers (Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing & Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families(TANF)/CalWORKs

C. The following attachment to this MOU, and hereby incorporated, lists the parties to the MOU and contact information.

- Reference Attachment A: Parties to the MOU

V. AJCC / One-Stop System Design

A. The characteristics identified below are designed to reflect elements that contribute to a high-quality AJCC / One-Stop delivery system. They demonstrate the spirit and intent of WIOA, and will strengthen the successful integration and implementation of partner programs in the AJCC / One-Stop delivery system. Each party to this MOU will cooperatively provide services to perform the following:

- Provide excellent customer service to job seekers, workers and businesses in the following ways:
 - Reflect a welcoming environment to all customer groups who are served;
 - Develop, offer, and deliver quality business services;
 - Improve the skills of job seeker and dislocated worker customers;
 - Create opportunities for individuals at all skill levels of experience;
 - Provide career services that motivate, support and empower customers; and
 - Value skill development.
- Reflect innovative and effective service design in the following ways:
 - Use an integrated and expert intake process for all customers entering the AJCC / One-Stop;
 - Design and implement practices that actively engage industry sectors;
 - Balance traditional labor exchange services with strategic talent development;
 - Ensure meaningful access to all customers;
 - Include both virtual and center-based service delivery; and
 - Incorporate innovative and evidence-based delivery models.
- Operate with integrated management systems and high-quality staffing as follows:

- Establish robust partnerships among partners;
- Organize and integrate services by function;
- Develop and maintain integrated case management systems;
- Develop and implement operational policies;
- Use common performance indicators;
- Train and equip AJCC / One-Stop staff including partner staff; and
- Staff the center with highly trained career counselors.

VI. Programs, Services and Activities

- A. WIOA Section 121(b)(1)(B) identifies the programs, services and related activities that must be provided through the AJCC / One-Stop delivery system in Monterey County. WIOA Section 121 (c)(2), requires this MOU to include a description of the services that will be provided through the Monterey County AJCC / One-Stop delivery system and the service delivery method(s) each partner will use to deliver the services.

This MOU also identifies the career services, training and employer services that each partner will provide to ensure that all parties' responsibilities are clearly identified herein. This MOU also includes a description of the local system; customers served, and services provided by each AJCC / One-Stop partner. This includes the three types of "career services" authorized under WIOA (basic career services, individualized career services and follow-up services) as well as training services and services provided to employers.

- B. The following attachments to this MOU, and hereby incorporated, list and describe the AJCC / One-Stop system customers; career services, training services and employer/business services; partners, shared services, and service delivery methods; coordination agreements between State Plan partners; shared customers; and customer service flow chart.

- Reference Attachment B: AJCC / One-Stop System Customers
- Reference Attachment C: Description of Services
- Reference Attachment D: Matrix of MOU Partners, Shared Services, and Service Delivery Methods
- Reference Attachment E: California Workforce Development Board Unified Strategic Workforce Development Plan - Coordination Agreements Between State Plan Partners
- Reference Attachment F: Customer Service Flow Chart (to be completed)

VII. Responsibility of AJCC / One-Stop Partners

- A. WIOA Section 121(b) lists the minimum responsibilities of all required partners under WIOA. For consistency, all AJCC / One-Stop partners will assume the responsibilities identified below, unless inconsistent with the federal law and regulations that authorize the partner program or as otherwise specified in this section.

- B. The AJCC / One-Stop partners agree to participate in joint planning, plan development, and modification of activities to accomplish the following:

- Continuous partnership building;
- Continuous planning in response to state and federal requirements;
- Responsiveness to local and economic conditions, including employer needs; and
- Adherence to common data collection and reporting needs.

- C. Make career services applicable to the partner program available to customers through the AJCC / One-Stop delivery system in accordance with Attachment D: Matrix of MOU Partners, Shared Services, and Service Delivery Methods of this MOU.
- D. Participate in infrastructure, operating, and cost-sharing activities as described in Section VIII. This includes funding Services and Operating Costs of this MOU and using a portion of funds made available to each partner's program to the extent not inconsistent with the federal law that authorizes each partner program to:
 - Create and maintain the AJCC / One-Stop delivery system; and
 - Provide career services per WIOA Section 134(c)(2).
- E. Remain a party to this MOU throughout the agreement period identified in Section XVI. Effective Dates and Term of MOU.
- F. Participate in the operation of the AJCC / One-Stop delivery system, consistent with the terms of the MOU and requirements of authorized laws per WIOA Section 121(b)(1)(B).
- G. Provide priority of service to veterans and covered spouses for any qualified job training program pursuant to the Jobs for Veterans Act as prescribed in 38 USC 4215.
- H. Comply with WIOA and all federal, state, and local laws, regulations, rules, policies and plans applicable to partners in their respective roles under this MOU and as consistent with the rules that govern each partner's respective program. Each partner expressly agrees to notify LWDB of any changes to the rules governing its respective program that impact the partner's performance under this MOU. LWDB will communicate the changes to the AJCC / One-Stop Operator and any other affected partners.
- I. Each partner must ensure compliance by its staff members who work in the AJCC / One-Stop with the LWDB policies and procedures. In the event of a conflict with a partner's personnel policies, the partner's policies will prevail.
- J. Use common practices and procedures, forms and documents, software systems or applications, and other forms of media as agreed to by all parties in the performance of the services, activities and functions that support the AJCC / One-Stop delivery system.
- K. Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained. Training plans shall be developed with AJCC / One-Stop partners to ensure ongoing cross-training.

VIII. Funding of Services and Operating Costs

- A. All relevant parties to this MOU agree to negotiate and implement a cost sharing agreement by December 31, 2017, in accordance with the State of California Employment Development Department (EDD) Workforce Services Directive (WSD15-12).

- B. All relevant parties to this MOU agree to share in the operating costs of the AJCC / One-Stop delivery system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs of the system will be funded by AJCC / One-Stop partners through a separately negotiated cost sharing agreement based on an agreed-upon formula or plan.
- C. AJCC / One-Stop partners will ensure that the shared costs are supported by accurate data; the shared costs are consistently applied over time; and the methodology used in determining the shared costs are reflected in a separate cost sharing agreement that will be attached to this MOU, no later than December 31, 2017, per WSD15-12.

IX. Methods for Referring Customers

- A. Pursuant to WIOA Section 121(c)(2)(A)(iii), the parties agree that the referral of individuals between the AJCC / One Stop Operator and the partners, for the services and activities described in Attachment D: Matrix of MOU Partners, Shared Services, and Service Delivery Methods, will be performed to ensure a high quality customer service and customer centered focus as follows:
 - Ensure that intake and referral processes are customer-centered and provided by staff trained in customer service;
 - Ensure that general information regarding AJCC / One-Stop programs, services, activities and resources shall be made available to all customers as appropriate;
 - Describe how customer referrals are made electronically, through traditional correspondence, verbally or through other means determined in cooperation with partners and operators; and
 - Describe how each AJCC / One-Stop partner will provide a direct link or access to other AJCC / One-Stop partner staff that can provide meaningful information or services, through the use of co-location, cross training of AJCC / One-Stop staff, or real-time technology (two-way communication and interaction with AJCC / One-Stop partners that results in services needed by the customer).
- B. The following attachments to this MOU, and hereby incorporated, include a process and form for the referral of customers to services not provided on-site, and a flow chart of the referral process.
 - Reference Attachment G: Referral Process
 - Reference Attachment H: Referral Form

X. Access to Services for Individuals with Barriers to Employment

- A. The LWDB and the AJCC / One-Stop partners will operate a comprehensive AJCC / One-Stop, that provides universal access to the full range of career services, individualized, training and education, and employer services as outlined in Attachment C: WIOA Description of Services. This comprehensive AJCC / One-Stop is a physical location where job seekers and employers have access to the programs, services, and activities of all the required AJCC partners. A list of AJCC / One-Stop comprehensive and affiliate locations, and hereby incorporated is set forth in Attachment I: AJCC Locations/One-Stop Operators.

- B. As required by WIOA, each AJCC / One-Stop partner will provide access to their programs or activities, including making available applicable career services, in the comprehensive AJCC / One-Stop or other affiliate locations. Each AJCC/One-Stop partner will jointly administer programs at a single location to blend and braid program expertise and resources and more effectively leverage the system's existing resources to achieve positive outcomes for businesses and job seekers.
- C. As required by WIOA, the LWDB and the AJCC/One-Stop partners will provide access to services through the following methods:
- Co-location – Program staff from each partner will be physically present at the comprehensive AJCC / One-Stop or affiliate locations;
 - Cross information sharing – Staff physically present at the comprehensive AJCC / One-Stop or affiliate locations will be properly trained to provide information about all programs, services, and activities that may be available to the customer through other partners; or
 - Direct access through real-time technology – access will be provided through two-way communications and interactions between customers and AJCC / One-Stop partners that result in services being provided. Examples include the following:
 - Email or instant messaging;
 - Live chat via Skype or FaceTime;
 - Identification of a single point of contact for service delivery at each partner program; or
 - Establishment of an Internet portal linking all of the partners.
- D. As required by WIOA, the LWDB and the AJCC/One-Stop partners will ensure access to services to “individuals with a barrier to employment,” which means a member of one or more of the following populations:
- (A) Displaced homemakers
 - (B) Low-income individuals
 - (C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in WIOA section 166
 - (D) Individuals with disabilities, including youth who are individuals with disabilities
 - (E) Older individuals
 - (F) Ex-offenders
 - (G) Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6)), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a (2))
 - (H) Youth who are in or have aged out of the foster care system
 - (I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
 - (J) Eligible migrant and seasonal farmworkers, as defined in WIOA section 167(i)
 - (K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.)
 - (L) Single parents (including single, pregnant women)
 - (M) Long-term unemployed individuals
 - (N) Such other groups as the Governor involved determines to have barriers to employment.

- E. As required by WIOA Section 134(c)(E), the LWDB and the AJCC/One-Stop partners shall give priority of service to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.
- F. All parties to this MOU will ensure that their policies, procedures, programs, and services are in compliance with the Americans with Disabilities Act of 1990 and its amendments, in order to provide equal access to all customers with disabilities.
- G. The following attachments to this MOU, and hereby incorporated, include a “system map” and list that identifies the location of every comprehensive and affiliate AJCC / One-Stop within Monterey County, and a list of the AJCC / One Stop Operators.
 - Reference Attachment I: AJCC Locations and One-Stop Operators
 - Reference Attachment J: System Map (to be completed)

XI. Shared Technology and System Security

- A. WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection.

To implement information exchange, each AJCC / One-Stop partner agrees to:

- Comply with the applicable provisions of WIOA, the California Welfare and Institutions Code, the California Education Code, the federal Rehabilitation Act, and any other applicable statutes or requirements;
- Comply with the principles of common reporting and shared information through electronic mechanisms, including shared technology;
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements;
- Maintain all records of the AJCC / One-Stop customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and to use them solely for purposes directly related to such services;
- Develop technological enhancements that allow interfaces of common information needs, as appropriate; and
- Understand that system security provisions shall be agreed upon by all partners.

XII. Confidentiality

- A. The AJCC / One-Stop partners agree to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:
 - All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services;
 - No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC / One-Stop applicants, participants, or

customers overall unless a specific release is voluntarily signed by the participant or customer;

- The AJCC / One-Stop partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC / One-Stop operators and other AJCC / One-Stop partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC / One-Stop partners, therefore, agree to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes;
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties;
- Each party will ensure that the collection and use of any information, systems, or records that contain personally identifiable information will be limited to purposes that support the programs and activities described in this MOU as part of the AJCC / One-Stop delivery system;
- Each party under this MOU shall ensure that access to software systems and files under its control that contain personally identifiable information will be limited to authorized staff members who are assigned responsibilities in support of the services and activities provided as part of the AJCC / One-Stop delivery system and who must access the information to perform those responsibilities. Each party expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals; and
- Each party will maintain a current list of staff members who are authorized to access personally identifiable information and will identify the types of data and data sources that the authorized staff members will access. Partners will submit a copy of the list to the individual responsible for maintaining confidential records on behalf of the local area.

B. The following attachment to this MOU, and hereby incorporated, includes an authorized list of members to access personally identifiable information.

- Reference Attachment K: Authorized List of Members to Access PII (to be completed)

XIII. Non-Discrimination and Equal Opportunity

A. In accordance with the WIOA non-discrimination and equal opportunity provisions cited in Title VI of the Civil Rights Act of 1964 , Section 188 of the WIOA, and California Government Code § 12920, 12940, and 12949 and the AJCC / One-Stop partners shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC / One-Stop applicant or customer on the basis of gender, race, color, ancestry, religion, national origin, veteran status, medical condition(s), age (40 or older), disability, political affiliation or belief, sexual orientation, marital status, or against beneficiaries on the basis of either citizenship/status as a lawfully admitted immigrant authorized to work in the United States or participation in any WIOA financially assisted program or activity. In addition, sexual harassment is against the law and is grounds for filing a discrimination complaint.

B. All AJCC / One-Stop partners agree to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

- C. All AJCC / One-Stop partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

XIV. Grievances and Complaints Procedure

- A. All AJCC / One-Stop partners agree to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to both customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.
- B. All AJCC / One-Stop partners shall comply with the Monterey County Workforce Development Board's #2005-10 – Grievance and Complaint Procedures policy and attachment located online at:
- 2005-10 Policy: [http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2005-10-\(Rev%209-2015\).pdf](http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2005-10-(Rev%209-2015).pdf)
 - 2005-10 Policy attachment: [http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2005-10 Attachment-\(Rev%209-2015\).pdf](http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2005-10 Attachment-(Rev%209-2015).pdf)

XV. American's with Disabilities Act and Amendments Compliance

- A. All AJCC / One-Stop partners agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC / One-Stop are in compliance with the Americans with Disabilities Act and its amendments. Additionally, partners agree to fully comply with the provisions of WIOA, Title VI and Title VII of the Civil Rights act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37, and all other regulations implementing the aforementioned laws.

XVI. Effective Dates and Term of MOU

- A. This MOU shall be effective on June 30, 2016. The term of this MOU shall be three years, from June 30, 2016 through June 29, 2019.
- B. This MOU shall be binding upon each party hereto upon execution by such party. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred and amend and extend as appropriate.

XVII. Modifications, Revisions, Amendments

- A. This MOU and its attachments constitute the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may only be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

- B. All parties agree that amendments affecting one partner only, or specific partners only, need only be signed by authorized representatives of the Monterey County WDB, the CEO, and the affected partner(s). Amendments that will affect the responsibilities of all parties require the signatures of all parties. All amendments will involve the following process:

The party seeking an amendment will submit a written request to the Monterey County WDB that includes:

1. The requesting party's name;
2. The reason(s) for the amendment request;
3. Each section of this MOU that will require revision;
4. The desired date for the amendment to be effective; and
5. The signature of the requesting party's authorized representative.

If the request is approved, the Monterey County WDB will notify the remaining parties of the intent to amend and will provide each remaining party thirty (30) days from the date of the notice (unless another timeframe is specified in the notice) to review the anticipated amendment and to submit a response to the Monterey County WDB. Failure by a party to respond within the prescribed timeframe will be deemed that party's approval of the proposed amendment.

In the event that a remaining party has questions and/or concerns regarding the proposed amendment, the party must list its questions and/or concerns in writing and submit the list to the Monterey County WDB within the specified timeframe.

Monterey County WDB will review the listed questions and/or concerns and will issue a response within fifteen (15) days of receipt of the list. If the Monterey County WDB deems it necessary, the listed questions and/or concerns will be sent to all other parties and/or a meeting with all parties will be scheduled to discuss the proposed changes and to achieve consensus on a final amendment draft.

The final, approved amendment draft will be signed by authorized representatives of the affected partners and then submitted to the Monterey County WDB for the final signature.

Monterey County WDB will distribute copies of the fully executed amendment to all parties.

- C. This writing constitutes the entire agreement pertinent to Phase I of the MOU process among the parties with respect to each party's role and responsibility in the AJCC / One-Stop delivery system. All parties agree that any amendments to any applicable laws or regulations cited herein will result in the correlative modification of this MOU without necessitating a formal, written amendment.
- D. All parties agree to communicate details of any amendment to their respective staff members whose responsibilities may be impacted by changes and further agree to ensure that their respective staff members are referencing or utilizing the most current version of the MOU and attachments in the performance of responsibilities under this MOU.
- E. Amendments that will require the signatures of all parties must be executed no later than ninety (90) days prior to the end of the MOU period and amendments that require only the signatures of the LWDB, the CEO, and the affected parties must be executed no later than 45 days from the end of each current program year.

XVIII. Termination

- A. This MOU will remain in effect until the end date specified in Section XVI. Effective Dates and Term of MOU.
- B. The parties understand that implementation of the AJCC / One-Stop delivery system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

XIX. Administrative and Operations Management Sections

- A. **Acceptable Use of Premises** – During the term of this MOU, all partners to this MOU, and their employees and agents, shall use shared space of the AJCC / One-Stops for the sole purpose of conducting acceptable AJCC / One-Stop services as outlined herein.
- B. **Supervision/Day to Day Operations** – The day-to-day supervision of staff assigned to the comprehensive AJCC / One-Stop and/or affiliate locations will be the responsibility of the site supervisor(s). The original employer of staff assigned to the AJCC / One-Stops will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer. (Site supervisors to be identified on Attachment I: AJCC Locations/One-Stop Operators).

The office hours for the staff at the AJCC / One-Stop Locations will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each program year. The hours of operations for all partners shall be posted at the comprehensive AJCC / One-Stop and affiliate locations, as appropriate.

Each AJCC/One-Stop partner is responsible for the discipline of its own employee(s), where warranted. When warranted, in its sole discretion, the LWDB may request that an AJCC/One-Stop partner institute appropriate disciplinary action of its employee(s). Disciplinary actions may result in removal of co-located staff from the AJCC / One-Stop Locations and each party will take appropriate action.

The County and the Partners respectively shall each be responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, they shall comply with the following:

1. Evidence of Coverage: Prior to commencement of this Agreement, each party to this Agreement shall provide a “Certificate of Insurance” or proof of self-insurance certifying that coverage as required herein has been obtained. Individual endorsements executed by the insurance carrier shall accompany the certificate. In addition, each party upon request shall provide a certified copy of the policy or policies.

This verification of coverage shall be sent to the Monterey County’s Contracts/Purchasing Department, unless otherwise directed. Parties to this Agreement shall not receive a “Notice to Proceed” with the work under this Agreement until it has obtained all insurance

required and the County has approved such insurance. This approval of insurance shall neither relieve nor decrease the liability of the party.

2. Qualifying Insurers: All coverage's, except surety, shall be issued by companies which hold a current policy holder's alphabetic and financial size category rating of not less than A- VII, according to the current Best's Key Rating Guide or a company of equal financial stability that is approved by the County's Purchasing Manager.
3. Insurance Coverage Requirements: Without limiting a party's duty to indemnify, each party shall maintain in effect throughout the term of this Agreement a policy or policies of insurance with the following minimum limits of liability:
 - a) Commercial general liability insurance, including but not limited to premises and operations, including coverage for Bodily Injury and Property Damage, Personal Injury, Contractual Liability, Broad form Property Damage, Independent Contractors, Products and Completed Operations, with a combined single limit for Bodily Injury and Property Damage of not less than \$1,000,000 per occurrence.
 - b) Workers' Compensation Insurance, if a party employs others in the performance of this Agreement, in accordance with California Labor Code section 3700 and with Employer's Liability limits not less than \$1,000,000 each person, \$1,000,000 each accident and \$1,000,000 each disease.
 - Reference Attachment A: Parties to the MOU
 - Reference Attachment I: AJCC Locations/One-Stop Operators
- C. **Dispute Resolution** – The parties agree to try to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution.
 - Reference Attachment I: AJCC Locations/One-Stop Operators
- D. **Press Releases and Communications** – All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage when providing services or performing its duties pursuant to this MOU. This includes use of the AJCC logo on letterhead, envelopes, business cards, any written correspondence and fax transmittals pertaining to implementation of the terms of this MOU.

- E. **Hold Harmless/Indemnification/Liability** –The Partners shall indemnify, defend, and hold harmless the WDB and County, its officers, agents and employees from any claim, liability, loss, injury or damage arising out of, or in connection with, performance of this Agreement by the Partner and/or its agents, employees or sub-contractors, excepting only loss, injury or damage caused by the negligence or willful misconduct of personnel employed by the WDB or the County. It is the intent of the parties to this Agreement to provide the broadest possible coverage for the WDB and the County. The Partner shall reimburse the WDB and the County for all costs, attorneys’ fees, expenses and liabilities incurred with respect to any litigation in which the party is obligated to indemnify, defend and hold harmless the WDB and the County under this Agreement.

The WDB and the County shall indemnify, defend, and hold harmless the Partner to this Agreement, its officers, agents and employees from any claim, liability, loss, injury or damage arising out of, or in connection with, performance of this Agreement by the WDB or the County and/or its agents, employees or sub-contractors, excepting only loss, injury or damage caused by the negligence or willful misconduct of personnel employed by the Partner. It is the intent of the parties to this Agreement to provide the broadest possible coverage for the Partner. The WDB or the County shall reimburse the Partner for all costs, attorneys’ fees, expenses and liabilities incurred with respect to any litigation in which the WDB or the County is obligated to indemnify, defend and hold harmless the Partner under this Agreement.

- Reference Attachment A: Parties to the MOU

Signature Page Follows

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XXI. Attachments

Attachment A:	Parties to the MOU
Attachment B.1:	WIO Title I Customers
Attachment B.2:	WIOA Title II Customers
Attachment B.3:	WIOA Title III Customers
Attachment B.4:	WIOA Title IV Customers
Attachment B.5:	WIOA Title V Customers
Attachment C.1:	WIOA Title I Services
Attachment C.2a:	Salinas Adult School Services
Attachment C.2b:	Hartnell College Services
Attachment C.2c:	Soledad Adult School
C.3:	WIOA Title III Services
C.4:	WIOA Title IV Services
C.5:	WIOA Title V Services
Attachment D:	Matrix of MOU Partners, Shared Services, Service Delivery Methods
Attachment E:	CWDB State Plan – Partner Agreements
Attachment F:	Customer Service Flow Chart
Attachment G:	Referral Process
Attachment H:	Referral Form
Attachment I:	AJCC Locations and One-Stop Operators
Attachment J:	System Map
Attachment K:	Authorized List of Members to Access PII

I. Authority and Signature Page

By signing below, each party agrees to the terms prescribed herein. Each individual signing this MOU warrants that he/she is authorized to execute this MOU on behalf of the entity that he/she represents. Each individual signing this MOU warrants that he/she is empowered to legally bind the entity he/she represents to the terms of this MOU.

WIOA Title I

**Adult, Dislocated Worker and Youth
Monterey County Board of Supervisors, Chief
Elected Official**

Chair, Jane Parker, Supervisor, District 4

Printed Name & Title

Jane Parker 6-28-16

Signature

Date

WIOA Title I

**Adult, Dislocated Worker and Youth
Monterey County Workforce Development
Board (WDB) Chairperson**

Erik Cushman, Publisher, Monterey County Weekly

Printed Name & Title

Erik Cushman

6/15/2016

Signature

Date

WIOA Title II

**Adult Education and Family Literacy Act (AEFLA)
and Carl Perkins Career Technical Education
Monterey Adult School**

Dr. Daniel Diffenbaugh, Superintendent

Printed Name & Title

Dr. Daniel Diffenbaugh

6/28/2016

Signature

Date

WIOA Title II

**Adult Education and Family Literacy Act (AEFLA)
and Carl Perkins Career Technical Education
Pacific Grove Adult Education**

Barbara Martinez, Director/Principal

Printed Name & Title

BARBARA MARTINEZ

Principal PGAE

6/13/2016

Signature

Date

WIOA Title II

**Adult Education and Family Literacy Act (AEFLA)
and Carl Perkins Career Technical Education
Mission Trails Regional Occupational
Program (ROP) & Salinas Adult School**

Sharon Albert, Director

Printed Name & Title

Sharon Albert

6/28/2016

Signature

Date

WIOA Title II

**Adult Education and Family Literacy Act (AEFLA)
and Carl Perkins Career Technical Education
Hartnell College**

Willard Clark Lewallen, Superintendent/President

Printed Name & Title

Willard Clark Lewallen

24 July 2016

Signature

Date

WIOA Title II

**Adult Education and Family Literacy Act (AEFLA)
and Carl Perkins Career Technical Education**
Soledad Adult School

Jeff Lopez, Director/Principal

Printed Name & Title

Signature

Date

WIOA Title III

**Wagner-Peyser, Veterans, Trade Adjustment
Assistance Act and Unemployment
Compensation**
Employment Development Department

Rick Deraiche, Deputy Division Chief

Printed Name & Title

Rick Deraiche

6/13/2016

Signature

Date

WIOA Title III

Unemployment Insurance
Employment Development Department

Donald Owens, Division Chief

Printed Name & Title

Donald Owens

6/10/2016

Signature

Date

WIOA Title IV Vocational Rehabilitation

Department of Vocational Rehabilitation

Donna Hezel, District Administrator

Printed Name & Title

Donna Hezel

6/16/2016

Signature

Date

WIOA Title V Older Americans Act

Senior Community Service Employment Program
Goodwill Central Coast

Richard Cheatham, Workforce Development Director

Printed Name & Title

Richard Cheatham

6/28/2016

Signature

Date

CalWORKs / Employment Services

*Monterey County Department of Social
Services*

Elliott Robinson, Director

Printed Name & Title

Elliott Robinson

6/17/2016

Signature

Date

Community Services Block Grant

Monterey County Community Action Partnership

Margarita Zarraga, Program Manager

Printed Name & Title

Margarita Zarraga

6/17/2016

Signature

Date

Housing & Urban Development
Monterey County Housing Authority

Jean Goebel, Executive Director

Printed Name & Title

DocuSigned By:

Jean Goebel

6/28/2016

Signature 7F64B14A7...

Date

Job Corps
Job Corps

Naya Gordon, Project Director

Printed Name & Title

DocuSigned By:

Naya Gordon

6/28/2016

Signature B30B47E...

Date

Native American Programs
Not Applicable

Not Applicable

Printed Name & Title

Signature

Date

Migrant Seasonal Farmworkers
Center for Employment Training

Hermelinda Sapien, President/CEO

Printed Name & Title

DocuSigned By:

Hermelinda Sapien

6/28/2016

Signature 95FE0A632464F4...

Date

Second Chance
Not Applicable

Not Applicable

Printed Name & Title

Signature

Date

Youth Build
Not Applicable

Not Applicable

Printed Name & Title

Signature

Date

America's Job Center of California (AJCC) / One-Stop Required Partner	Local level Partner	MOU Signature	Contact
WIOA Title I Adult, Dislocated Worker and Youth	Monterey County Board of Supervisors, Chief Elected Official	<i>MOU Signature Authority</i>	Jane Parker, Chair Monterey County Board of Supervisors (831) 883-7570 district4@co.monterey.ca.us
	Monterey County Workforce Development Board (WDB) Chairperson	<i>MOU Signature Authority</i>	Erik Cushman Monterey County Weekly, Publisher (831) 394-5656 ext 125 erik@mcweekly.com
	Monterey County Workforce Development Board (WDB)		Joyce Aldrich WDB Executive Director (831) 759-6644 aldrichj@co.monterey.ca.us
WIOA Title II Adult Education and Family Literacy Act (AEFLA) and Carl Perkins Career Technical Education	Monterey Adult School	<i>MOU Signature Authority</i>	Dr. Daniel Diffenbaugh Superintendent 700 Pacific Street Monterey, CA 93940 pkdiffenbaugh@mpusd.k12.ca.us
	Pacific Grove Adult Education	<i>MOU Signature Authority</i>	Barbara Martinez Pacific Grove Adult Education, Director/Principal (831) 646-6580 bmartinez@pgusd.org
	Soledad Adult School	<i>MOU Signature Authority</i>	Jeff Lopez Soledad Adult School, Director/Principal (831) 678-6300 jlopez@soledad.k12.ca.us agarcia@soledad.k12.ca.us
	Salinas Adult School & Mission Trails Regional Occupational Program (ROP)	<i>MOU Signature Authority</i>	Sharon Albert Salinas Adult School & Mission Trails ROP, Director (831) 753-4209 sharon.albert@salinasuhdsd.org
	Salinas Adult School		Carvette McCalib Salinas Adult School (831) 796-6900 x1378 carvette.mccalib@salinasuhdsd.org
	Hartnell College	<i>MOU Signature Authority</i>	Willard Clark Lewallen Hartnell College, Superintendent/President (831) 755-6900 (Lucy Serrano) wlewallen@hartnell.edu
WIOA Title III Wagner-Peyser, Veterans, Trade Adjustment Assist Act a	California Employment Development Department (EDD)	<i>MOU Signature Authority</i>	Rick Deraiche EDD, Deputy Division Chief (831) 464-4370 Rick.Deraiche@edd.ca.gov
	California Employment Development Department (EDD)		Yuko Duckworth EDD, Employment Program Manager (831) 796-3632 yuko.duckworth@edd.ca.gov
Unemployment Compensation	California Employment Development Department (EDD) Unemployment Insurance (UI) Southern Operations	<i>MOU Signature Authority</i>	Donald Owens EDD, Division Chief (619) 336-5085 Donald.Owens@edd.ca.gov

America's Job Center of California (AJCC) / One-Stop Required Partner	Local level Partner	MOU Signature	Contact
WIOA Title IV Vocational Rehabilitation	California Department of Vocational Rehabilitation	<i>MOU Signature Authority</i>	Donna Hezel Department of Rehabilitation, District 408-277-9500 Donna.Hezel@dor.ca.gov
	California Department of Vocational Rehabilitation		Mimi Laurent Department of Rehabilitation, Team Manager (831) 769-8064 mlaurent@dor.ca.gov
Title V Older Americans Act	Senior Community Service Employment Program (SCSEP) / Goodwill Central Coast	<i>MOU Signature Authority</i>	Richard Cheatham Goodwill Central Coast, Workforce Services Director Monterey County (831) 287-2365 rcheatham@ccgoodwill.org
CalWORKs (Temporary Assistance for Needy Families) Employment and Benefits	Monterey County Department of Social Services, CalWorks Employment and Benefits	<i>MOU Signature Authority</i>	Elliott Robinson Dept of Social Services, Director (831) 796-4434 robinsonec@co.monterey.ca.us
	CalWorks Benefits		Barbara Verba CalWorks Community Benefits, Deputy Director (831) 755-4403 verbab@co.monterey.ca.us
	CalWorks Employment		Diana Jimenez CalWorks Employment Services (CWES), Program Manager (831)755-4457 jjimenezdm@co.monterey.ca.us
Community Services Block Grant	Monterey County Community Action Partnership	<i>MOU Signature Authority</i>	Margarita Zarraga Monterey County Community Action Partnership, Program Manager (831) 755-8492 zarragam@co.monterey.ca.us
Housing & Urban Development	Monterey County Housing Authority	<i>MOU Signature Authority</i>	Jean Goebel Housing Authority, Executive Director (831) 775-5014 (Amanda, Assistant) jgoebel@hamonterey.org
	Monterey County Housing Authority		Vivian Brennand Housing Authority, Family Self-Sufficiency Supervisor (831) 775-5026 vbrennand@hamonterey.org
Job Corps	Job Corps	<i>MOU Signature Authority</i>	Naya Gordon Project Director, Salinas Job Corps Contact (510) 832-2549 naya@davis-pr.com
Native American Programs (Section 166)	No Local Level Partner	<i>MOU Signature Authority</i>	Not Applicable
Migrant Seasonal Farmworkers (Section 167)	La Cooperativa Campesina de California, the statewide association of agencies administering farm worker programs / Center for Employment Training	<i>MOU Signature Authority</i>	Hermelinda Sapien Center for Employment Training, Director (408) 287-7924 hsapien@CET2000.org

America's Job Center of California (AJCC) / One-Stop Required Partner	Local level Partner	MOU Signature	Contact
Second Chance Act (2007)	No Local Level Partner	<i>MOU Signature Authority</i>	Not Applicable
YouthBuild	No Local Level Partner		Not Applicable

Eligibility	In-School Youth	Out-of-School Youth	Adults	Dislocated Workers
General Eligibility				
Birth date/Age	Verify birth certificate, driver's license, passport, etc.	Verify birth certificate, driver's license, passport, etc.	Verify birth certificate, driver's license, passport, etc.	Verify birth certificate, driver's license, passport, etc.
Last 4 of SS#	Verify Social security card	Verify Social security card	Verify Social security card	Verify Social security card
U.S. Work Authorization	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov
Selective Service Registration	Males only. Verify: https://www.sss.gov/	Males only. Verify: https://www.sss.gov/	Males only. Verify: https://www.sss.gov/	Males only. Verify: https://www.sss.gov/
Program Eligibility for Services				
Age	Age 14-21 years old	Age 16-24 years old	18 years or older	18 years or older
School Status	Attending secondary or post secondary	Not attending any school	N/A	N/A
Income Criteria	Low Income; meets Youth LLSIL guidelines: http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2011-01_Attachment_2015-LLSIL.pdf	See line 12 below:	Meets Adult LLSIL guidelines: http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2011-01_Attachment_2015-LLSIL.pdf	Unemployed
Eligibility Criteria				
	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>
	1. Basic skills deficient 2. An English language learner 3. An offender 4. Homeless 5. Runaway 6. Foster care or aged out of system 7. Eligible for assistance under SS Act 8. Out-of-Home placement 9. Pregnant or parenting 10. Disabled 11. Requires additional assistance to enter or complete and educational program or secure or hold employment	1. School Dropout 2. Age of compulsory school attendance, but didn't attend school for at least the most recent school calendar qtr 3. Subject to the juvenile or adult justice system 4. Homeless 5. Runaway 6. Foster care or aged out of system 7. Eligible for assistance under SS Act 8. Out-of-Home placement 9. Pregnant or parenting 10. Disabled 11. Requires additional assistance	Priority of service: 1. Veteran and/or Eligible Spouse 2. Recipient of 3. Public Assistance Low Income 4. Basic Skills Deficient	1. Terminated or laid off, or has received a notice of termination or layoff, from employment and (B) (a) Is eligible for or has exhausted entitlement to unemployment compensation; or (b) Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings OR having performed services for an employer that were not covered under a State unemployment compensation law; AND (C) Is unlikely to return to a previous industry or occupation. 2. Terminated or laid off, or

Eligibility	In-School Youth	Out-of-School Youth	Adults	Dislocated Workers
		to enter or complete and educational program or secure or hold employment 12. Recipient of a secondary school diploma or equivalent who is a low-income individual and is either basic skills deficient or an English language learner		has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. 3. Proof that the individual is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days. 4. Self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters. 5. Proof that the individual is a displaced homemaker. 6. Not been employed in a job that paid a wage defined by the local board as: - a self-sufficient dislocated worker wage; or - leading to self-sufficiency; or - providing more than stopgap employment 7. Spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member. 8. Spouse of a member of the Armed Forces on active duty and who is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.

	In-School Youth	Out-of-School Youth	Adults	Dislocated Worker
Performance Goals				
	1. Youth placed in employment, education, or training	1. Youth placed in employment, education, or training	1. Adults that entered employment	1. DW that entered employment
	2. Youth retained employment, education or training	2. Youth retained employment, education or training	2. Adults that retained employment	2. DW that retained employment
	3. Earnings for youth in employment	3. Earnings for youth in Employment	3. Earnings for adult in employment	3. Earnings for DW in employment
	4. Credential rate for youth in education or training	4. Credential rate for youth in education or training	4. Credential rate for adults in education or training	4. Credential rate for DW in education or training
	5. Skills gain while active in WIOA program	5. Skills gain while active in WIOA program	5. Skills gain while active in WIOA program	5. Skills gain while active in WIOA program

	In-School Youth	Out-of-School Youth	Adults	Dislocated Worker
General Eligibility				
Birth date/Age		Over the age of 18	Over the age of 18	Over the age of 18
Last 4 of SS#		n/a	n/a	n/a
U.S. Work Authorization		n/a	n/a	n/a
Selective Service Registration		n/a	n/a	n/a
Program Eligibility for Services				
Age		Age 18-24 years old	18 years or older	18 years or older
School Status		Not attending any school	N/A	N/A
Income Criteria		See line 12 below:	Meets Adult LLSIL guidelines: http://www.montereycountywib.org/policies/policies/MCWDB-Policy-2011-01_Attachment_2015-LLSIL.pdf	Unemployed
Eligibility Criteria				
	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>	<i>Meets one or more of the following:</i>
	1. Basic skills deficient 2. An English language learner 3. An offender 4. Homeless 5. Runaway 6. Foster care or aged out of system 7. Eligible for assistance under SS Act 8. Out-of-Home placement 9. Pregnant or parenting 10. Disabled 11. Requires additional assistance to enter or complete and educational program or secure or hold employment	1. School Dropout 2. Subject to the adult justice system 3. Homeless 4. Runaway 5. Foster care or aged out of system 6. Eligible for assistance under SS Act 7. Out-of-Home placement 8. Pregnant or parenting 9. Disabled 10. Requires additional assistance to enter or complete and educational program or secure or hold employment 11. Recipient of a secondary school diploma or equivalent who is a low-income individual and is either basic skills deficient or an English language learner	Priority of service: 1. Veteran and/or Eligible Spouse 2. Recipient of Public Assistance 3. Low Income 4. Basic Skills deficient 5. An English language learner 6. An offender or ex-offender 7. Homeless 8. Runaway 9. Foster care or aged out of system 10. Eligible for assistance under SS Act 11. Out-of-Home placement 12. Pregnant or parenting 13. Disabled 14. Requires additional assistance to enter or complete and educational program or secure or hold employment	1. Terminated or laid off, or has received a notice of termination or layoff, from employment and (a) Is eligible for or has exhausted entitlement to unemployment compensation; or (b) Has been employed for a duration sufficient to demonstrate attachment to the workforce, but is not eligible for unemployment compensation due to insufficient earnings OR having performed services for an employer that were not covered under a State unemployment compensation law; AND (c) Is unlikely to return to a previous industry or occupation. 2. Terminated or laid off, or has received a notice of termination or layoff, from employment as a result of any permanent closure of, or any substantial layoff at, a plant, facility, or enterprise. 3. Proof that the individual is employed at a facility at which the employer has made a general announcement that such facility will close within 180 days. 4. Self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general

	In-School Youth	Out-of-School Youth	Adults	Dislocated Worker
				economic conditions in the community in which the individual resides or because of natural disasters. 5. Proof that the individual is a displaced homemaker. 6. Not been employed in a job that paid a wage defined by the local board as: - a self-sufficient dislocated worker wage; or - leading to self-sufficiency; or - providing more than stopgap employment 7. Spouse of a member of the Armed Forces on active duty, and who has experienced a loss of employment as a direct result of relocation to accommodate a permanent change in duty station of such member. 8. Spouse of a member of the Armed Forces on active duty and who is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment.
	In-School Youth	Out-of-School Youth	Adults	Dislocated Worker
Performance Goals				
		1. Youth placed in higher education	1. Adults that entered employment	1. DW that entered employment
		2. Youth retained employment, education or training	2. Adults that retained employment	2. DW that retained employment
		3. Earnings for youth in Employment	3. Earnings for adult in employment	3. Earnings for DW in employment
		4. Credential (HSD/E*) rate for youth in education or training	4. Credential (HSD/E*) rate for adults in education or training	4. Credential rate for DW in education or training
		5. Skills gain while active in WIOA program	5. Skills gain while active in WIOA program	5. Skills gain while active in WIOA program

* High School Diploma/ Equivalency

	Wagner-Peyser	Veterans	Trade Adjustment Act	Youth Employment Opportunity Program (YEOP)
General Eligibility				
				At risk youth
U.S. Work Authorization	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov	Satisfy documentation on Form I-9: www.uscis.gov
Program Eligibility for Services				
Age	n/a	n/a	n/a	15-25 years old
School Status	n/a	n/a	n/a	n/a
Program Eligibility Criteria	n/a	For Veterans Intensive Services provided by Disabled Veterans Opportunity Program (DVOP) staff; Must meet one of the categories	1. Qualify for Unemployment Insurance benefit or can provide proof for self-sufficiency while attending training. 2. The worker must have been determined to be adversely affected (i.e., received notification that he/she had a qualifying layoff on or after the impact date and before the termination date of a specific certification).	Youth who are at risk of not achieving their educational goals and who are current high school students; college students; high school dropouts; and/or at risk of dropping out from school. In addition, youth who fall under any of the characteristics below may also be found eligible: <ul style="list-style-type: none"> •Youthful offender •Poor literacy skills •Teen parent •Limited English skills •Foster or homeless youth •Gang member/associate •Member of a minority group •Economically disadvantaged •Youth with a disability

	Wagner-Peyser	Veterans	Trade Adjustment Act	Youth Employment Opportunity Program (YEOP)
Eligibility Criteria				
	Meets one or more of the following:	Meets one or more of the following for the Veterans Intensive Services by DVOP (Disabled Veterans' Outreach Program) specialists:	Meets <u>all</u> of the following to receive the training benefits:	Meets one or more of the following:
		<ol style="list-style-type: none"> 1. Disabled/special disabled (receiving VA compensation) 2. Recently separated service member and unemployed 3. Lacking high school diploma or equivalent certificate 4. Veteran age 18 to 24 years old 5. Eligible spouse with Significant Barriers to Employment (SBE) 6. Homeless 7. Released from incarceration (within last 12 months) 8. Low income 9. Gold card (post 9/11) 10. Eligible person <ol style="list-style-type: none"> a) Transitioning member of the Armed Forces who have participated in the Transition Assistance Program and have been identified as in need of intensive services. b) Members of the Armed Forces who are wounded, ill, or injured and receiving treatment in military treatment facilities or warrior transition units. c) The spouses or other family caregivers of such wounded, ill, or injured members of the Armed Forces. 	<ol style="list-style-type: none"> 1. Suitable work (which may include technical and professional employment) is not available for the worker in the foreseeable future, either in the commuting area or in an area in which the affected worker desires to relocate. 2. The worker would benefit from appropriate training. This means the worker must have the mental and physical capabilities to undertake, make satisfactory progress in, and complete the selected training. Upon completion of training program, the worker will be job ready. 3. There is reasonable expectation of employment following completion of training. This means, for that worker, given the job market conditions expected to exist at the time of the completion of the training program, there is, fairly and objectively considered, a reasonable expectation that the worker will find a job, using the skills and education acquired while in training. "A reasonable expectation of employment" does not require that employment opportunities for the worker be available, or offered, immediately upon the completion of the approved training. The worker must be willing to accept the prevailing wage for that occupation, and if the labor market is outside the normal commute area, be willing to relocate or travel the additional distance to accept work when training is completed. 4. The approved training is suitable for the worker and is reasonably available from governmental or private institutions as well as on the job training with the employer. First, emphasis should be on finding accessible training that is suitable for the worker within the worker's commuting area. Training at facilities outside the commuting area should be approved only if such training is not available in the area or the training to be provided outside the normal commuting area will involve fewer charges to TAA funds. 5. The worker is qualified to undertake and complete the training. Evaluation of the worker's personal qualification must include: The worker's physical and mental capabilities, 	Same as above.

	Wagner-Peyser	Veterans	Trade Adjustment Act	Youth Employment Opportunity Program (YEOP)
			Educational background, Work experience, Financial resources 6. Training is available at a reasonable cost. Training may not be approved at one provider when, all costs being considered, training is substantially similar in quality, content and results can be obtained from another provider at a lower cost within a similar time frame.	
	Wagner-Peyser	Veterans	Trade Adjustment Act	Youth Employment Opportunity Program
Performance Goals				
	Obtained employment	Obtained employment	Enter employment after the training completion	Youth placed in employment, education, or training
	Retained employment	Retained employment		Youth retained employment, education or training
	Earnings in employment	Earnings in employment		

WIOA Title IV: People With Disabilities – California Department of Rehabilitation	
General Eligibility	
Birth date/Age	Verify birth certificate, driver's license, passport, etc.
Last 4 of SS#	Verify Social security card
U.S. Work Authorization	Citizen or national of the U.S.; legal alien admitted for permanent residence (Alien Number A ____); alien authorized by INS to work in the United States (Alien Number A ____ or Admission Number ____), expiration of employment authorization, if any.
SSA Beneficiary	Documentation of SSI/SSDI benefits, Ticket to Work program participant
Program Eligibility for Services	
Age	Students in high school ages 16 -21 with IEP/504 plan; out-of-school youth 16-21; adults with disability, residing in California
Income Criteria	No income criteria.
Work Status	unemployed due to disability, or current employment unsuitable due to disability; legally authorized to work in the United States
ELIGIBILITY CRITERIA	
	<p><i>Meets the following:</i></p> <p>Physical or mental disability substantially impedes ability to secure employment and services are required to prepare for, secure, retain or regain employment consistent with applicant's unique strengths, resources, priorities, concerns, abilities, capabilities, interests, and informed choice; be able to benefit from DOR services in terms of an employment outcome in an integrated setting. Recipients of Supplemental Security Income and/or Social Security Disability Income. Priority for services based on assessment of disability limitations in six general areas of functioning.</p>
Performance Goals	
	<p>1. Obtain chosen employment goal in competitive, integrated setting at same wage as non-disabled workers in same position.</p> <p>2. Employment consistent with unique strengths, resources, priorities, concerns, abilities and capabilities.</p> <p>3. Employment maintained at least 90 days, job performance satisfactory, and employment outcome mutually agreed as satisfactory.</p>

WIOA Title V: Older Workers - Senior Community Service Employment Program (SCSEP)	
General Eligibility	
Birth date/Age	Verify birth certificate, driver's license, passport, etc.
Last 4 of SS#	Verify Social security card
U.S. Work Authorization	Satisfy documentation on Form I-9: www.uscis.gov
Program Eligibility for Services	
Age	At least 55
Income Criteria	Low Income; <u>a family income of no more than 125% of the federal poverty level.</u> For 2016: https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=8578 .
Work Status	Unemployed
ELIGIBILITY CRITERIA	
	Meets the following:
	Priority of service: 1. Veterans and qualified spouses 2. Individuals who are over 65 and have a disability 3. Individuals who have low literacy skills or limited English proficiency 4. Individuals who reside in a rural area 5. Individuals who are homeless or at risk of homelessness 6. Individuals who have low employment prospects 7. Individuals who have failed to find employment after using services through the American Job Center system.
Performance Goals	
	1. Program year Service Level.
	2. Program year Unsubsidized Placements.
	3. Program year Most in Need Characteristics.

Coordination of WIOA Funded Services

The types of career, training and employer/business services authorized under WIOA include:

1. Basic Career Services
2. Individualized Career Services
3. Follow-up Services
4. Training Services
5. Employer / Business Services

Basic Career Services

Basic career services include self-help services that require minimal staff assistance. These services must be made available to all job seekers and, at a minimum, must include the following services:

1. **Program Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the WIOA eligibility criteria to decide if the individual qualifies for participation;
2. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and which are directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for a particular WIOA program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the AJCC / One-Stop, affiliate, or self-service location;
3. **Initial Assessment:** For individuals new to the workforce system, initial assessment involves the gathering of basic information about skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and to determine potential referrals to AJCC/One-Stop partners or other community resources;
4. **Job Search, Placement Assistance, and Career Counseling:** Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment that matches their aptitude, qualifications, experiences, and interests. Career Counseling is a facilitated exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual;
5. **Referrals:** The service involves referrals to and coordination of activities with other programs and services, including programs and services within the Job Center delivery system and, when appropriate, other workforce development programs;
6. **Workforce and Employment Labor Market Information and Statistics:** This activity includes the sharing of statistical data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers among partners;

Coordination of WIOA Title II Funded Services: Adult Education and Literacy Activities

Under the WIOA, the definition of “adult education and literacy activities” means programs, activities, and services that include:

1. Adult education (adult basic education [ABE] and adult secondary education [ASE] which includes high school diploma or its state-approved equivalency) ,
2. Literacy,
3. Workplace adult education and literacy activities,
4. Family literacy activities,
5. English language acquisition activities,
6. Integrated English literacy and civics education (IEL/CE),
7. Workforce preparation activities, or
8. Integrated education and training.

The types of education, career, training and employer/business services authorized under WIOA include:

1. Basic Educational Services
2. Individualized Educational Services
3. Follow-up Services
4. Training Services
5. Employer / Business Services

Basic Educational Services

Basic career services include self-help services that require minimal staff assistance. These services must be made available to all students and, at a minimum, must include the following services:

1. **Program Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the WIOA eligibility criteria to decide whether the individual qualifies for participation.
2. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward immigrant, jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, and all other required information to determine eligibility or ineligibility for a program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the Salinas Education Center (SEC)/Salinas Adult School (SAS) or its satellite classroom sites, at AJCC / One-Stop, or other community agencies.
3. **Initial Assessment:** For individuals new to SAS, initial assessment involves the gathering of basic information about basic reading and mathematical skill levels, aptitudes, abilities, barriers, and supportive service needs in order to recommend next steps and determine potential referrals to partners or community resources. (See pages 6 and 7 of this specific attachment for a sample of questions asked at intake or initial assessment.)
4. **Job Search, Placement Assistance, and Career Counseling:** SAS students have access to assistance in seeking, applying for and obtaining a job through the academic/career center and/or the Mission Trails

Regional Occupational Program (MTROP) enrollment specialist. Students may receive instruction or coaching on: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, job search workshops, and vocational exploration.

5. **Referrals:** This involves referrals to and coordination of activities with other programs and services, including programs and services within the Job Center delivery system and, when appropriate, other workforce development programs and/or community agencies.
6. **Performance Information Relating to SAS Delivery System:** Collect and provide information on the school's recent performance measure outcomes.
7. **Supportive Services or Assistance and Referrals:** Collect and provide information relating to the availability of support services or assistance, and make appropriate referrals to those services and assistance, including: transportation, child care, dependent care, housing, or needs-related payments that are necessary to enable an individual to participate in employment and training activities.
8. **Financial Aid Assistance for Training and Education Programs:** Provide guidance to individuals in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Educational Services: Academic and Career Counseling

Individualized educational services are available to all SAS enrolled students to determine appropriate supports in order for an individual to obtain academic success which is often required to obtain or retain employment. WIOA service providers may use recent previous assessments by partner programs to determine whether individualized educational services would be appropriate. These include the following services:

1. **Comprehensive and Specialized Assessments:** This involves a closer look at the skill levels and service needs of adult and dislocated worker individuals, which may include:
 - o Diagnostic testing and use of other assessment tools; and
 - o In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
2. **Individual Learning Plan (ILP):** This involves working with individuals to identify academic, career, civic, and personal goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her goals, including a list of and information regarding eligible training providers.
3. **Group Training and/or Individual Counseling:** Group sessions are educational in nature and may be presented by SAS staff, Mission Trails Regional Occupational Program (MTROP) staff, or other appropriate staff from institutions of higher learning or training (such as for pre-apprenticeship and apprenticeship programs). Individual counseling is limited to academic and career planning. Students are referred to other agencies or programs for specialized services.
4. **Career Planning:** Services include, but are not limited to, career/interest inventories, career exploration, educational and training requirements, as well as assistance in finding appropriate institutions for acquiring requisite skills.
5. **Short-term Prevocational Services:** This includes the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare

individuals for unsubsidized employment or training, in some instances pre-apprenticeship programs may be considered as short-term pre-vocational services.

6. **Internships and Work Experience (linked to careers):** to be determined (TBD) as programs expand based on availability of sustained funding
7. **Workforce Preparation:** These are activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment. This is the focus of adult education.
8. **English language Acquisition and Integrated Education and Training Programs:** one of the basic services available through adult education and SAS

Follow-Up Services

The California Department of Education (CDE) incorporates the Core Performance Follow-up Survey system to track student outcomes in the areas of obtaining or retaining employment as well as transitioning to postsecondary education or training. Local providers are required to obtain Core Follow-Up Outcome Achievement information from their students and document the information in the TOPSpro® Enterprise system.

Training Services

If SAS or MTROP is unable to provide the necessary training for a student to achieve his/her goals, the student is referred to an appropriate agency or program (e.g., One-Stops). Examples of training services include:

1. **Occupational skills training, including training for nontraditional employment:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels;
2. **Workplace training and cooperative education programs:** Programs that combine workplace training with related instruction which may include cooperative education programs;
3. **Private sector training programs:** TBD
4. **Skills upgrading and retraining:** Courses that prepare persons for entrance into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational/occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential.
5. **Entrepreneurial training:** TBD as community demand and need indicate
6. **Job readiness training provided in combination with other training described above:** determined by evaluation of individual student's needs
7. **Adult education and literacy activities:** Services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individuals to function effectively in society and on a job. Services include, but are not limited to, one-on-one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job; and
8. **Customized training:** TBD

Employer / Business Services

Employer / Business Services available through SAS in Monterey County include:

1. **Job listing services:** Posting job openings.
2. **Recruitment services:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitment events.
3. **Employer Advisory Council attendance:** SAS may attend Employer Advisory Council (EAC) meetings but also holds its own advisory council meeting on a biannual basis to gain community and stakeholder input so that SAS can ensure that it meets student and community needs.
4. **Promoting AJCC / One-Stop services:** Promote the programs and services of the AJCC / One-Stop delivery system through verbal, written, and/or electronic communication.
5. **Customized staff training:** SAS may be able to provide contextual/vocational English as a Second Language (ESL) for a business's employees at the employer's work site through contract or memorandum of understanding (MOU).

SAS 70 BARRIERS TO EMPLOYMENT QUESTION GUIDELINES

Start with open-ended questions so the student may freely disclose information:

Question	Barriers Question Applies To
1. Tell me about your education. <i>Dígame sobre la educación que a recibido.</i>	Low levels of literacy,
2. Tell me about your employment. <i>Dígame sobre su empleo.</i>	Displaced Homemaker, Migrant or Seasonal Worker, Long Term Unemployed, Culture Barriers
(SHOW POVERTY GUIDELINES CHART)	Low income
3. Tell me about any financial assistance you receive? <i>Dígame sobre cualquier asistencia financiera que recibe.</i>	CalWORKS (TANF), Distinguish which government assistance they are receiving: MediCal, Medicare, WIC, Social Security, Food Stamps, Healthy Families, Welfare, permanent disability, workers compensation, unemployment. Are they exhausting TANF within the next 2 years?
4. Tell me about your past and current living situation. <i>¿Ha sido criado por alguien mas que su mama o papa?</i> <i>¿Ahora con quien vive?</i>	Homeless, Foster Care, Single Parent,
5. Tell me about any difficulties you face? <i>Dígame sobre cualquieras dificultades que tiene.</i>	Distinguish disabilities (visual, audio, orthopedic, or learning) Ex offender, English Language Learner.
6. Have you ever served in the U.S. Military? <i>¿Es veterano de los Estados Unidos?</i>	

Follow up with any question still unanswered, using the more specific questions, as follows:

1. (Displaced Homemaker) Have you provided unpaid services in your household and wish to work for an income outside the home? Are you having difficulty obtaining employment?

2. (Low Income) (Show chart with annual income and number of people in household.) Do you qualify as low income?

2016 Federal Poverty Guidelines

Persons in family Annual income

1	\$11,880
2	\$16,020
3	\$20,160
4	\$24,300
5	\$28,440
6	\$32,580
7	\$36,730
8	\$40,890

8+ add \$4160 per year for each additional person

3. (Disability) Do you have a physical disability (visual, audio, orthopedic)? Do you need accommodations with learning in class?

4. (Ex-Offender) Do you need help with employment due to legal problems?

5. (Homeless Individual, Homeless Children and Youths, or Runaway Youth) Do you have a permanent home?

6. (Foster Care Youth) Are you or have you been in foster care?

7. (English Language Learner) (Determine from student demographics—native language)

8. (Low Levels of Literacy) (Determine from years of school on demographics 3 years or less OR CASAS reading score below 180. This information will need to be entered later if the registration form is completed before taking the test.)

9. (Cultural Barriers) Do your customs make it hard for you to find a job?

10. (Migrant and Seasonal Farmworker Status) Are you a migrant farmworker? (If less than 22 years old refer to Out of School Youth program of Migrant Education.)

11. (Migrant and Seasonal Farmworker Status cont'd.) (if not migrant) Do you work in agriculture? Do you work less than 12 months a year?

12. (additional question for specific tracking and reporting) Do you receive CalWORKs?

13. (Exhausting TANF within 2 Years, including other government income information) Do you receive other government assistance (MediCal, Medicare, WIC, Social Security, Food Stamps, Healthy Families, Disability, Workman's Compensation, Welfare (TANF)? (Enter specific program information on registration form.)

14. (Single Parent) Are you a single parent?

15. (Long-term Unemployed) Have you been unemployed for more than 27 consecutive weeks?

16. (Additional question) Are you a U.S. Veteran?

17. (Additional question) Are you married or single?

18. (Additional question) How did you hear about our program?

Coordination of WIOA Title II Funded Services: Adult Education and Literacy Activities

The types of career, training and employer/business services authorized under WIOA include:

1. Basic Career Services
2. Individualized Career Services
3. Follow-up Services
4. Training Services
5. Employer / Business Services

Basic Career Services

Basic career services include self-help services that require minimal staff assistance. These services must be made available to all job seekers and, at a minimum, must include the following services:

1. **Job Search, Placement Assistance, and Career Counseling:** Hartnell College has a Career and Transfer Center that focuses on directing students toward careers and post-secondary education. Additionally, Career Technical Education programs have an advisory committee, which is tasked with providing career and educational information that helps build and strengthen programs. Employers provide individuals with job and internship placements. CalWORKs program counselor and staff assist students who are eligible for paid jobs/training opportunities either on campus or off campus and private agencies for employment. Throughout the academic year, the CalWORKs counselor provides career planning workshops, including interview techniques, resume writing, job search/exploration and dress for success workshops.

Individualized Career Services

Individualized career services must be made available to all job seekers if determined to be appropriate in order for an individual to obtain or retain employment. These services must be made available in all Job Centers. WIOA service providers may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These include the following services:

1. **Group Counseling and/or Individual Counseling, Mentoring:** Monthly group counseling meetings are held for students interested in health careers. Publicized group counseling sessions are focused on careers in nursing, allied health, and public health. Additionally, students can arrange individual counseling sessions and request employee mentorships. In other Career Technical Education programs, cooperative work experience is offered to students and workplace skills training is made available either through courses or faculty mentorship. The CalWORKs counselor provides one-on-one assessment to students to identify career options and develop classes or other career exploration activities to match their skills and meeting the educational requirements for needed for their career choice.
2. **Short-term Prevocational Services:** Hartnell College is a member of a 20 community college pioneer program that is implementing a statewide 21st century workplace skills curriculum aimed at developing the soft skills of incoming students. In addition, several counseling courses specifically focus on careers and job readiness.

3. **Internships and Work Experience (linked to careers):** Planned and structured internships and work experiences are arranged within the private for-profit sector, the nonprofit sector, or the public sector. Workforce experiences may be paid or unpaid, depending on the employee/employer relationship, as defined by the Fair Labor Standards Act (FLSA). Hartnell College provides employment training, subsidized work experience service for CalWORKs students. The CalWORKs counselor and staff work with students to identify job match for job skills and educational level needed for employment opportunities. Students gain valuable work experience, receive income while they learn and acquire workplace skills. Many of the career technical education programs require students to participate in an internship before the completion of the course of studies. For that cooperative work experience opportunities and educational goals are established in coordination between the student, instructor and a counselor. Students are expected to meet educational milestones by the end of the internship, which earns them college credit that counts toward a degree. Similarly, job shadowing and non-academic internships are available to students who want to experience professional workplaces, with a possibility of hiring.
4. **Workforce Preparation:** The core competencies of Hartnell College include acquisition of basic skills, namely: English, Math and Computer skills. Therefore, each degree or certificate requires students to achieve set educational standards in each of these basic skills categories. Furthermore, a vibrant ESL (English as a Second Language) program offers English language learners a scaffold approach to acquiring the written and spoken language. Through the Salinas Valley Adult Education initiative (AB104), Hartnell is working to offer a Building Trades pre-apprenticeship and farmworker basic education program, both of which offer an ESL and basic skills component.
5. **English language Acquisition and Integrated Education and Training Programs.** Hartnell College offers workforce and training programs that integrate English language acquisition modules and learning opportunities. In classroom and laboratory learning environments students practice and apply newly acquired English language skills necessary to achieve set educational and workforce preparation standards.

Training Services

1. **Occupational skills training, including training for nontraditional employment:** All career technical education programs at Hartnell College prepare students for careers and various levels from entry level to middle management. In addition, students have the option of only taking individual courses that allow them to develop specific skills that allow for job mobility and career development.
2. **On-the-job training (OJT), including registered apprenticeship:** Hartnell serves as the local educational agency (LEA) for the electrical apprenticeship JATC (Joint Apprenticeship and Training Committee) of IBEW Local 234. This includes ensuring that curriculum meets academic standards and is approved at the level of the California Community College Chancellor's Office (CCCCO). Additionally, all apprenticeship instructors have to meet the minimum qualifications set forth by CCCCCO; hence ensuring to students that instructors meet minimum educational standards. Many CalWORKs students are placed into entry level positions to gain on-the-job training and job skills. While students are working, the CalWORKs program will pay up to 75% of their hourly wage and the employer is responsible for the remaining 25%. During the work-study period (OJT), the student is successful and the employer will continue the student's employment as a regular employee.

3. **Skills upgrading and retraining:** Although Hartnell College offers associate degrees and certificates, a large number of students choose to take individual courses and not to follow a particular course of study. This is critical to the development of a workforce through rapid retraining for careers that do not require specific educational standards, but rely on skills acquisition.
4. **Adult education and literacy activities:** The only pre-secondary adult education program that Hartnell College offers in the High School Equivalency program, which is supported by a competitive grant from the US Department of Education. This program provides adults the opportunity to acquire a high school equivalency diploma through the general education development (GED) pathway and prepares them for college, as well as careers. The main thrust of this program is to offer immigrant and non-English speakers educational and career opportunities through the completion of a GED.

Employer / Business Services

Employer / Business Services available through the AJCC / One-Stop delivery system in Monterey County include:

1. **Recruitment services** – Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitment events. As an economically disadvantaged student, CalWORKs clients who are active in Welfare- to-Work plan are eligible for work-study positions on and off campus. Student's are made aware of positions throughout the district and other agencies (Job Bank and Career Fairs) related to their majors or training to gain valuable work experience.
2. **Promoting AJCC / One-Stop services** – CalWORKs program staff periodically promote program services at the Monterey County Social Services One Stop Center to potential clients using face to face, brochures and program intake application.
3. **Employer Needs Assessment** Hartnell College solicits hiring and talent needs input from industry groups. Information obtained is used for planning and operations of existing and potential academic programs and services. Data is obtained and assessed at regular intervals and when necessary.
4. **Customized staff training** – Hartnell College offers employers fee-based employee training/certification opportunities. These opportunities do not lead to college credit, but advance the skills and job understanding of employees. Unlike the publicly funded educational programs, customized training is tailored to the specific employer needs, including language, location and/or timing of the training. Specific memoranda and contracts are signed by all parties and costs are recovered from the employer(s).

Coordination of WIOA Title II Funded Services: Adult Education and Literacy Activities

Under the WIOA, the definition of “adult education and literacy activities” means programs, activities, and services that include:

1. Adult education (adult basic education [ABE] and adult secondary education [ASE] which includes high school diploma or its state-approved equivalency) ,
2. Literacy,
3. Workplace adult education and literacy activities,
4. Family literacy activities,
5. English language acquisition activities,
6. Integrated English literacy and civics education (IEL/CE),
7. Workforce preparation activities, or
8. Integrated education and training.
9. Citizenship Preparation Class

The types of education, career, training and employer/business services authorized under WIOA include:

1. Basic Educational Services
2. Individualized Educational Services
3. Follow-up Services
4. Training Services

Basic Educational Services

Basic career services include self-help services that require minimal staff assistance. These services must be made available to all students and, at a minimum, must include the following services:

1. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and directed toward immigrant, jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, and all other required information to determine eligibility or ineligibility for a program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources at the Soledad Adult School (SAS) or its satellite classroom sites, at AJCC (America’s Job Center of California / One-Stop, or other community agencies.
2. **Initial Assessment:** For individuals new to SAS, initial assessment involves the gathering of basic information about basic reading and mathematical skill levels, aptitudes, abilities, and barriers. Students take the CASAS Appraisal for ESL, ABE/ASE then take the first pre test after filling out the Entry Form.
3. **Job Search, Placement Assistance, and Career Counseling:** SAS students have access to assistance in seeking, applying for and obtaining a job through the academic/One Stop /or the Mission Trails Regional Occupational Program (MTROP) enrollment specialist.
4. **Referrals:** This involves referrals to and coordination of activities with other programs and services, in South Monterey County. The United Way of Monterey County is a resource we use for referrals of services to our students.

5. **Performance Information Relating to SAS Delivery System:** Collect and provide information on the school's recent performance measure outcomes by reporting quarterly to CDE-AE office, CASAS, and Adult Education Block Grant (AEBG).

Individualized Educational Services: Academic and Career Counseling

Individualized educational services are available to all SAS enrolled students to determine appropriate supports in order for an individual to obtain academic success which is often required to obtain or retain employment. WIOA service providers may use recent previous assessments by partner programs to determine whether individualized educational services would be appropriate. These include the following services:

1. **Comprehensive and Specialized Assessments:** This involves a closer look at the skill levels and service needs of adult and dislocated worker individuals, which may include:
 - o Diagnostic testing and use of other assessment tools; and
 - o In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
2. **Individual Learning Plan (ILP):** This involves working with individuals to identify academic, career, civic, and personal goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her goals, including a list of and information regarding eligible training providers.
3. **Workforce Preparation:** These are activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment. This is the focus of adult education.

Follow-Up Services

The California Department of Education (CDE) incorporates the Core Performance Follow-up Survey system to track student outcomes in the areas of obtaining or retaining employment as well as transitioning to postsecondary education or training. Local providers are required to obtain Core Follow-Up Outcome Achievement information from their students and document the information in the TOPSpro® Enterprise system.

Training Services

If SAS or MTROP is unable to provide the necessary training for a student to achieve his/her goals, the student is referred to an appropriate agency or program (e.g., One-Stops). Examples of training services include:

1. **Occupational skills training, including training for nontraditional employment:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels;
2. **Workplace training and cooperative education programs:** Programs that combine workplace training with related instruction which may include cooperative education programs;

3. **Adult education and literacy activities:** Services or instruction below the postsecondary level for individuals who are not enrolled or required to be enrolled in secondary school under state law and lack basic educational skills to enable the individuals to function effectively in society and on a job. Services include, but are not limited to, one-on-one instruction, coursework, or workshops that provide direction for the development and ability to read, write, and speak in English, compute, and solve problems, at levels of proficiency necessary to function in society or on the job; and

Employer / Business Services

Employer / Business Services available through SAS in Monterey County include:

1. **Job listing services:** Posting job openings.
2. **Recruitment services:** Raising awareness of employers and job openings and attracting individuals to apply for employment at a hiring organization. Specific activities may include posting of employer announcements, provision of job applications, and hosting job fairs and mass recruitment events.
3. **Employer Advisory Council attendance:** SAS may attend Employer Advisory Council (EAC) meetings but also holds its own advisory council meeting on a biannual basis to gain community and stakeholder input so that SAS can ensure that it meets student and community needs.
4. **Promoting AJCC / One-Stop services:** Promote the programs and services of the AJCC / One-Stop delivery system through verbal, written, and/or electronic communication.
5. **Customized staff training:** SAS may be able to provide contextual/vocational English as a Second Language (ESL) for a business's employees at the employer's work site through contract or memorandum of understanding (MOU). This has been achieved in the past with Hahn Smith and Hook Winery in Soledad.

SAS BARRIERS TO EMPLOYMENT

Students fill out the Entry form and SAS student registration. On the SAS registration form, we will include a section on barriers to employment. The barriers to employment will be aligned to WIOA requirements.

Coordination of WIOA Title III Funded Services provided by CA Employment Development Department

The types of career, training and employer/business services authorized under WIOA include:

1. Basic Career Services
2. Individualized Career Services
3. Follow-up Services
4. Training Services
5. Employer / Business Services

Basic Career Services

Wagner-Peyser: outreach to dislocated workers; intake, orientation, and initial assessment activities; referral to One-Stop system partners; provision of job searches information; labor exchange services; provision of labor market information (LMI); Veterans Service Navigator (VSN) assessments; conduct career and skills assessments; and provide information on complaint processes for discrimination & H2A.

California Training Benefits (CTB): Educate public and customers on CTB.

H2A Temporary Agriculture Program: Recruitments and job referrals; enter job order in CalJOBS; and screen for potential applicants.

Jobs for Veterans Grant: outreach to veterans/ eligible spouses & transitional service members; screen for priority of service; determine eligibility via Veteran Service Navigator (VSN) assessment; referral to partners/supportive services; and veteran hiring incentives.

Labor Market Information (LMI): LMI generated for regional economies, local areas, and California; and LMI products and data accessible to all customers on self-service website.

Personal Job Search Assistance (PJSA) Workshops: Conduct workshop; Report issues/attendance to UI; refer to AJCC (partner) services; Refer and provide supportive services information; assist with CalJOBS registration, and resume preparation and provision of UI forms.

Rapid Response (RR): participate as a member of the RR team for planning and provide info on EDD programs and services including Workshare, TAA/TRA and CTB services. UI resources are determined based on the event.

Trade Adjustment Assistance (TAA): Write petitions; conduct orientations; provide information at RR events; respond to TAA Frequently Asked Questions (FAQs); and provide practitioner training.

Work Opportunity Tax Credits (WOTC): Educate practitioner staff and employers; pre-certify job seekers; and provide practitioner training.

Worker Adjustment Retraining Notification (WARN) Act: Review WARN notice for potential TAA petitions; coordinate with local rapid response teams; and determine if rapid response event is necessary

Youth Employment Opportunity Program (YEOP): Provide financial aid information; conduct outreach and orientations; assist with CalJOBS registration; and lead workshops.

CalJOBS: Provide employer/client education & assistance with registration; resume development; case management; accessing job listings; conducting a job search; job referrals; running ad-hoc reports; customer relationship Management (CRM); Virtual Recruiter set up; facilitating labor exchange; marketing; and providing Help Desks.

MSFW: Conducting outreach and education (AJCC & agricultural fields); leading workshops to clients/ employers; and educating customers on the use of the UI EDD debit card.

National Dislocated Workers Grants: Run Query Management Facility (QMF) reports for the purposes of outreach; pre-screen potential participants; and mailings.

Individualized Career Services

Wagner-Peyser: Conduct job search workshops; assist with résumé preparation; conduct individual assessments provide career counseling; provide job coaching; share information on veteran hiring incentives; and share information on Work Opportunity Tax Credits (WOTC).

CTB: Streamline processing and assist customers to contact UI and resolving issues.

Fidelity Bonding: Educate clients and employers; provide individual assistance to process bonding; and assist with bonding paperwork.

LMI: Staff may generate occupational guides/profiles and reports on wage data; skills info and skills transference; in-demand occupations; education and licensing requirements; crosswalk occupation and education program offerings; ETPL certified training organization lists; and commute pattern data.

YEOP: Educational counseling, job placement assistance, case management, and workshops.

MSFW: Job search workshops, résumé preparation, individual assessment, career counseling, and job coaching.

Follow-Up Services

Not applicable.

Training Services

LMI: Training for Trainers and WIOA partners in evaluating in-demand industries/occupations; using LMI in policy/decision making; and navigating the LMI self-service website.

YEOP: Co-enrollment applicable partner programs and referral to training institutions.

MSFW: Co-enrollment and applicable partner programs and referral to training institutions.

TAA funding for training is limited to participants who are approved for training by TAA specialists.

Employer / Business Services

1. **Employer Advisory Council (EAC) coordination:** EAC provides low-cost, timely seminars on topics such as employment law, workforce development, and human resource practices through the local EACs; works with the EDD to promote regulations, policies, and procedures that are business friendly; provides links between employers, EACs and the EDD at the local and state level; notifies employers about pending legislation that may impact them; and provides employer representation on state-level panels, boards and advisory groups.
2. **CalJOBS assistance to employers:** Help with navigation, job posting, and employer registration.
3. **Help-Desk Employer assistance** (Truckee/EI Centro)

4. **Targeted Recruitments:** Raise awareness of specific job openings and attracting individuals to apply for employment at a specific hiring organization. Activities may include posting of employer announcements, provision of job applications, and pre-screening applicants.
5. **Hiring Incentives:** Provide State and/or federally generated information on tax credit and/or incentive programs available to employers.
6. **Job Fairs:** Staff participation/attendance at local job fairs.
7. **Employer Seminars:** Provide information on topics of interest to employers such as services available in the community, federal laws and requirements and human resource practices.
8. **Employer Outreach** (Federal Contractors).
9. **Education on Services:** Inform employers of the programs and services of the AJCC / One-Stop delivery system through verbal, written, and/or electronic communication.
10. **Resume Retrieval & Screening:** Receiving and filling of job openings; searching resumes; and providing access to diverse labor pool.

Coordination of WIOA Funded Services with Unemployment Insurance (UI)

The types of career, training and employer/business services authorized under UI include:

6. Basic Career Services – see below
7. Individualized Career Services – not applicable to UI
8. Follow-up Services – not applicable to UI
9. Training Services – see below
10. Employer/Business Services – see below

Basic UI Services

EDD Unemployment Insurance Branch will provide services as outlined in the brief description below as listed in Section 121(b)(1)(B) of WIOA identifies all required partner programs in the local one-stop systems. The elements discussed in this section of the MOU are specific to the required Unemployment Insurance programs that are administered by the Employment Development Department (EDD), including:

- Trade Adjustment Assistance activities authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.);
- Programs authorized under State unemployment compensation laws (in accordance with applicable Federal law);
 - California Training Benefits (CTB)
 - Work Share
 - Trade Readjustment Allowance (TRA)
 - Reemployment Services & Eligibility Assessment (RESEA), Personalized Job Search Assistance (PJSA), and Initial Assistance Workshops (IAWs)

1. **Eligibility Determination:** The Data Consent Authorization Form (DCAF) is available for AJCC staff to complete and fax/mail to EDD. The form is signed by the claimant authorizing the partner to have access to confidential UI claim information (such as basic claim info and wages reported in previous quarters) for one year. The EDD UI Program accesses the DCAF via right-fax (email) or mail and completes the request within three business days upon receipt.
2. **Information and Assistance Regarding Filing Claims under Unemployment Insurance (UI) Programs:** The UI program is committed to making the Public Services Program (PSP) line available in the offices to provide real-time technology for providing meaningful access after an in-person attempts by cross-trained AJCC staff have been exhausted. Collect and provide information on filing claims for state benefit payments that protect individuals from economic insecurity while they look for work. Claims may be filed on-line or via telephone available at the AJCC / One-Stop located in Salinas. Including:
 - a. Establish feedback loops for reporting UI eligibility issues that may arise during interaction with the customer.
 - b. Provide specialized UI claim filing services in specific areas for migrant seasonal farm workers in the Salinas area.
 - c. Provide UI eligibility information to local WIOA service providers when the individual is unable to immediately provide their UI claim information from notices received or UI OnlineSM.

Training Services

1. **California Training Benefits (CTB) programs:** Consistent and meaningful collaboration and communication pathways within the CBT programs including a streamlined and expedited response time to determination requests sent to UI for CTB eligibility received from the local areas.
2. **Trade Adjustment Assistance (TAA):** Consistent and meaningful collaboration and communication pathways within the TAA program, including a streamlined and expedited response time to determination requests sent to UI for TAA eligibility received from the local areas.
3. **Cross Training AJCC Staff:** Coordinated participation of EDD trained staff, in agreed upon AJCCs, across the state, providing services, mentoring, and training to AJCC staff on methods for providing meaningful information to customers regarding access to UI program services and contingent upon available resources

Coordination of WIOA Title IV – Department of Vocational Rehabilitation Services (DOR)

The types of career, training and employer/business services authorized under WIOA include:

1. Basic Career Services
2. Individualized Career Services
3. Follow-up Services
4. Training Services
5. Employer / Business Services

Basic Career Services

Basic career services include self-help services that require minimal staff assistance. These services must be made available to all job seekers and, at a minimum, must include the following services:

1. **Program Eligibility Determination:** This is the process of obtaining and documenting information about an individual's circumstances and comparing that information with the eligibility criteria to decide if the individual qualifies for participation;
2. **Outreach, Intake, and Orientation:** Outreach activities involve the collection, publication, and dissemination of information on program services available and which are directed toward jobless, economically disadvantaged, and other individuals. Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for a particular DOR program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources;
3. **Referrals:** The service involves referrals to and coordination of activities with other programs and services, including programs and services within the Job Center delivery system and, when appropriate, other workforce development programs;
4. **Workforce and Employment Labor Market Information and Statistics:** This activity includes the sharing of statistical data about employment levels, unemployment rates, wages and earnings, employment projections, jobs, training resources, and careers among partners;
5. **Performance and Program Cost Information on Eligible Providers of Training Services:** DOR collects and provides program cost information on eligible providers of training services by program and provider type for the purposes of assisting customers in making an informed choice in training provider selection; and
6. **Supportive Services or Assistance and Referrals:** DOR collects and provides information to customers relating to the availability of support services or assistance, and make appropriate referrals of customers to those services and assistance, including: transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in employment and training activities.

Individualized Career Services

Individualized career services must be made available to all job seekers if determined to be appropriate in order for

an individual to obtain or retain employment. These services must be made available in all Job Centers. WIOA service providers may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These include the following services:

1. **Comprehensive and Specialized Assessments:** This involves a closer look at the skill levels and service needs of adult and dislocated worker individuals, which may include:
 - o Diagnostic testing and use of other assessment tools; and
 - o In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
2. **Individualized Plan for Employment (IPE):** This involves working with individuals to identify their employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
3. **Group Counseling and/or Individual Counseling, Mentoring:** group or individual coaching and support provided in the context of case management and career planning;
4. **Career Planning (e.g. Case Management):** a supportive and coordinated approach to support a seamless progression from one educational step to the next and across work-based training and education so an individual's efforts result in progress;
5. **Short-term Prevocational Services:** This includes the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training; in some instances, pre-apprenticeship programs may be considered as short-term pre-vocational services; and
6. **Workforce Preparation:** These are activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment.

Follow-Up Services

Follow-up services must be provided as appropriate for participants.

Training Services

1. **Occupational skills training, including training for nontraditional employment:** An organized program of study that provides specific vocational skills that lead to proficiency in performing actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels;
2. **On-the-job training (OJT), including registered apprenticeship:** Training by an employer that is provided to a paid participant while engaged in productive work that is limited in duration, provides knowledge or skills essential to the full and adequate performance of the job, and reimburses the employer for the costs associated with training the OJT trainee. Employer reimbursement is based on off-setting a portion of the cost of training;
3. **Private sector training programs:** programs operated by the private sector that are designed to impart relevant knowledge, skills, and abilities to participants;

4. **Skills upgrading and retraining:** Courses that prepare persons for entry into a new occupation through instruction in new and different skills demanded by technological changes. These courses train incumbent workers in specific skills needed by that business or industry and that lead to potential career growth and increased wages. This includes courses that develop professional competencies that are particularly relevant to a vocational/occupational goal. It must be demonstrated that the training will result in the workers' acquisition of transferable skills or an industry-recognized certification or credential; and
5. **Job readiness training provided in combination with other training described above:** Training in job-seeking skills, resume or job application preparation, interviewing skills or other activities that may assist an individual to secure competitive employment.

Employer / Business Services

Employer / Business Services available through the DOR:

1. **Tax credit/incentive information** – Provide information on tax credit and/or incentive programs available to employers.
2. **Promoting AJCC / One-Stop services** – Promote the programs and services of the AJCC / One-Stop delivery system through verbal, written, and/or electronic communication.
3. **Customized staff training** – Providing training resources to enable employers to upgrade employee skills, introduce workers to new technology, or to help employees transition into new positions.

Coordination of WIOA Title V (SCSEPA) Funded Services

The types of career, training and employer/business services provided by SCSEP:

1. Basic SCSEP Services
2. Individualized Career Services
3. Follow-up Services
4. Training Services
5. Promotion of AJCC Employer / Business Services

Basic SCSEP Services

GENERAL: Enrolled participants are placed in paid training assignments (Community Service Assignments (CSA'S) at Public or private non-profit organizations or Governmental entities (aka Host Agencies). Participants are offered a free physical examination upon entry into the program and each year they are in the program. Eligible participants may be placed on a Waiting List pending Community Service Assignment. Participants usually work up to 20 hours per week and receive California state minimum wage. Limited fringe benefits are also provided.

ADDITIONAL PROGRAM SERVICES:

1. Program Eligibility Determination: This is the process of obtaining and documenting information about an individual's (**including referrals from partner agencies**) circumstances and comparing that information with SCSEP eligibility criteria to decide if the individual qualifies for participation;

2. Outreach, Intake, and Orientation: Outreach activities involve the collection, publication, and dissemination of information on program services available and directed towards seniors who may be eligible for SCSEP. **This includes informational handouts and/brochures about SCSEP.** Intake is the process of collecting basic information, e.g., name, address, phone number, SSN, and all other required information to determine eligibility or ineligibility for an individual's program. Orientation, whether offered in a group setting, one-on-one, or electronically, is the process of providing broad information to customers in order to acquaint them with the services, programs, staff, and other resources that SCSEP may provide;

3. Initial Assessment: Assessments are completed to obtain information about the participant's work history, skills and interests, talents, physical capabilities, need for supportive services, potential for performing community service assignments, and potential for transition to unsubsidized employment. **Seniors meeting program eligibility may be placed on the program's Waiting List in the event no suitable Community Service Assignment is available;**

4. Job Search, Placement Assistance, and Career Counseling: Job Search helps an individual seek, locate, apply for, and obtain a job. It may include but is not limited to: job finding skills, orientation to the labor market, resume preparation assistance, development of a job search plan, job development, referrals to job openings, placement services, job finding clubs, job search workshops, vocational exploration, relocation assistance, and re-employment services such as orientation, skills determination, and pre-layoff assistance. Placement Assistance is a service that helps people to identify and secure paid employment that matches their aptitude, qualifications, experiences, and interests. Career Counseling is a facilitated exploration of occupational and industrial information that will lead to a first, new, or a better job for the individual;

5. Referrals: This involves referrals to and coordination of activities with other programs and services, including programs and services within the America's Job Center delivery system and, when appropriate, other workforce

development programs. This includes referring SCSEP participants and others to America's Job Center of California and the Virtual Job Center, CalJOBS (www.caljobs.ca.gov);

6. Supportive Services or Assistance and Referrals: Collect and provide information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance, including: transportation;

Individualized Career Services

Individualized career services must be made available to seniors enrolled in SCSEP as per program directives and should be tailored to each individual to in order for an individual to obtain or retain employment. WIOA service providers may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. These include the following services:

1. **Comprehensive and Specialized Assessments:** This involves a closer look at the skill levels and service needs of adult and dislocated worker individuals, which may include:
 - Diagnostic testing and use of other assessment tools; and
 - In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
2. **Individual Employment Plan (IEP):** This involves working with individuals to identify their employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
3. **Group Counseling and/or Individual Counseling, Mentoring:** group or individual coaching and support provided in the context of case management and career planning;
4. **Career Planning (e.g. Case Management);** a supportive and coordinated approach to support a seamless progression from one educational step to the next and across work-based training and education so an individual's efforts result in progress;
5. **Community Service Assignments (CSA) (linked to careers):** CSA's are paid training assignments with Host Agencies which are to provide on the job experience to participants in SCSEP. CSA's are arranged within the nonprofit sector or the public sector. Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act (FLSA), exists;

Follow-Up

Follow-up services must be provided as appropriate for participants who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

Promotion of AJCC Employer / Business Services

Employer / Business Services available through SCSEP in Monterey County include:

Promoting SCSEP and AJCC / One-Stop and partner services as appropriate – Promote the programs and services of the AJCC / One-Stop delivery system through verbal, written, and/or electronic communication with employers.

As of June 2, 2016

MOU Partners Shared Services and Delivery Methods under WIOA	Board of Supervisors / Workforce Development Board	Monterey / Adult School	PG Adult School	Salinas Adult School	Seledad Adult School	Monterey County Office of Education	Hannell College	Monterey Peninsula College	Employment Development Dept	Employment Development Dept	Employment Development Dept	Employment Development Dept	Employment Development Dept	Vocational Rehabilitation	Senior Community Service Prog Goodwill Central Coast	Department of Social Services	Community Action Partnership	Housing Authority	Job Corps	Not in Local Area/No Provider	Center for Employment Training	Not in Local Area	Not in Local Area
	WIOA Title I Adult, DW, Youth	WIOA Title II Adult Ed & Literacy	WIOA Title II Adult Ed & Literacy	WIOA Title II Adult Ed & Literacy	WIOA Title II Adult Ed & Literacy	WIOA Title II Adult Ed & Literacy	WIOA Title II Adult Ed & Literacy / Carl Perkins CTE	WIOA Title II Adult Ed & Literacy / Carl Perkins CTE	WIOA Title III Wagner-Peyser	Veterans	Trade Adjust Assist Act	Unemploy Insurance (UI) Benefits	Labor Market Info	WIOA Title IV	Title V Older Amer Act	CalWorks / Employment	Community Svcs Block Grant	Housing & Urban Dev	Job Corps	Native American Programs	Migrant Seasonal Farm Workers	Second Chance	Youth Build
1. Basic Career Services (available to all job seekers)																							
1. Program eligibility determination	X ^{PT}			X ^{ES}					X ^{PT}	X ^{PT}	X ^{PT}	X		X	X						X		
2. Outreach, intake, and orientation to information available through the Job Center	X ^{PT}			X ^{PT}					X ^{PT}	X ^{PT}	X ^{PT}	X		X	X		B/H	X			X		
3. Initial assessment of skill levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs	X ^{PT}	X	X	X ^{PT}	X				X ^{PT}	X ^{PT}	X ^{PT}				X						X		
4. Job search, placement assistance and career counseling	X ^{PT}			X ^{ES}			X ^{CC}		X ^{PT}	X ^{PT}	X ^{PT}				X			X					
5. Referrals and coordination of activities with other programs and services	X ^{PT}	X	X	X ^{PT}					X ^{PT}	X ^{PT}	X ^{PT}		X	X	X		T	X			X		
6. Workforce and employment labor market information and statistics	X ^{PT}								X ^{PT}	X ^{PT}	X ^{PT}		X								X		
7. Performance and program cost information on eligible providers of training services	X ^{PT}										X ^{PT}										X		
8. Performance information relating to the Job Center delivery system	X ^{PT}										X ^{PT}												
9. Supportive services or assistance and referrals to those services and assistance	X ^{PT}	X		X ^{PT}	X				X ^{PT}	X ^{PT}	X ^{PT}			X	X		T	X			X		
10. Financial aid assistance for training and education programs not provided under WIOA	X ^{PT}			B/H			X ^{CC}			X ^{PT}	X ^{PT}												
11. Information and assistance regarding filing claims under UI programs	X ^{PT}			B/H					X ^{PT}	X ^{PT}	X ^{PT}	X											
2. Individualized Career Services (available to all job seekers if determined to be appropriate in order for an individual to obtain or retain employment)																							
1. Comprehensive and Specialized Assessments of skill levels and service needs of adults and dislocated workers	X ^{PT}	X	X	X ^{ES}	X									X		X					X		
2. Development of an Individual Employment Plan (IEP) to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals	X ^{PT}			X ^{ES}						X ^{PT}	X ^{PT}			X	X	X		X			X		
3. Group counseling and/or individual counseling and mentoring	X ^{PT}			X ^{ES}			X ^{CC}		X ^{PT}	X ^{PT}				X		X	B/H	X					
4. Career planning (e.g. case management)	X ^{PT}			X ^{ES}						X ^{PT}	X ^{PT}			X		X		X					
5. Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training	X ^{PT}	X	X	X ^{ES}	X ^{PT}		X ^{CC}							X		X	B/H	X					
6. Internships and work experience that are linked to careers	X ^{PT}			TBD	X		X ^{CC}									X	B/H	X					
7. Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self management skills, including competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, or training, or employment	X ^{PT}	X	X	X ^{ES}	X ^{PT}		X ^{CC}			X ^{PT}				X		X		X					
8. Financial literacy services	X ^{PT}			X ^{ES}													B/H	X			X		
9. Out-of-area job search and relocation assistance	X ^{PT}									X ^{PT}													
10. English language acquisition and integrated education and training programs	X ^{PT}	X	X	X ^{ES}	X ^{PT}		X ^{CC}														X		

MOU Partners Shared Services and Delivery Methods under WIOA	Board of Supervisors / Workforce Development Board	Monterey Adult School	PG Adult School	Salinas Adult School	Soledad Adult School	Monterey County Office of Education	Harnett College	Monterey Peninsula College	Employment Development Dept	Employment Development Dept	Employment Development Dept	Employment Development Dept	Employment Development Dept	Vocational Rehabilitation	Senior Community Service Prog Goodwill Central Coast	Department of Social Services	Community Action Partnership	Housing Authority	Job Corps	Not In Local Area/No Provider	Center for Employment Training	Not In Local Area	Not In Local Area
3. Training Services (may be available to qualified participants and must be linked to in-demand employment opportunities in Monterey County)																							
1. Occupational skills training, including training for nontraditional employment	X ^{FT}		TBD	TBD			X ^{CC}			X ^{FT}				X			B/H				* X		
2. On-the-job training (OJT), including registered apprenticeship	X ^{FT}		TBD				X ^{CC}			X ^{FT}				X	X								
3. Incumbent worker training in accordance with WIOA §134(d)(4)	X ^{FT}		TBD																		* X		
4. Workplace training and cooperative education programs	X ^{FT}		TBD													* X	B/H				* X		
5. Private sector training programs	X ^{FT}		* X							X ^{FT}				X							* X		
6. Skills upgrading and retraining	X ^{FT}	* X	* X	X ^{ES}	* X		X ^{CC}			X ^{FT}				X	X						* X		
7. Entrepreneurial training	X ^{FT}																				* X		
8. Transitional jobs in accordance with WIOA §134(d)(5)	X ^{FT}																				* X		
9. Job readiness training provided in combination with other training described above	X ^{FT}		* X	X ^{ES}	* X									X	X	* X		* X			* X		
10. Adult education and literacy activities	X ^{FT}	X	* X	X ^{ES}	X ^{FT}		X ^{CC}			X ^{FT}						* X					* X		
11. Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training	X ^{FT}																B/H						
4. Employer Services																							
1. Job listing services	X ^{FT}		* X	* X					X ^{FT}	X ^{FT}								* X			X		
2. Rapid Response and Layoff Aversion services	X ^{FT}								* X ^{FT}			X											
3. Employer information and referral (was Seminars on appropriate business related topics)	X ^{FT}		X	TBD					X ^{FT}									* X					
4. Recruitment services	X ^{FT}			* X			X ^{CC}		X ^{FT}														
5. Tax credit/incentive information	X ^{FT}								X ^{FT}	X ^{FT}				X		X		* X ^{PT}					
6. Employer Advisory Council attendance	X ^{FT}			TBD						X ^{FT}											X		
7. Promoting AJCC / One-Stop services	X ^{FT}			* X	X ^{ES}		X ^{CC}		X ^{FT}	X ^{FT}				X	X			* X			X		
8. Employer Needs Assessment	X ^{FT}						X ^{CC}		* X ^{FT}														
9. Customized staff training	X ^{FT}		X	TBD			X ^{CC}		X ^{FT}					X									
5. America's Job Center of California / One-Stop Collaboration Services																							
1. Co-locate staff on agreed upon scheduled basis at AJCC/One-Stop	X ^{FT}			* X ^{PT}	X ^{FT}				X ^{FT}	X ^{FT}	X ^{FT}			X	* X						X		
2. Staff to greet and direct clients to programs and services in AJCC/One-Stop	X ^{FT}														* X						X		
3. Performance measures and data collection to achieve WIOA outcomes	X ^{FT}		X	TBD	X ^{FT}																* X		
4. Develop and implement customer satisfaction surveys	X ^{FT}	* X		* X	* X																* X		
5. Promotion and research	X ^{FT}																				X		
6. Informational literature creation	X ^{FT}			* X																	* X		
7. Videotaping mock interviews for job search	X ^{FT}																				X		
8. Cross training for partner staff, as appropriate	X ^{FT}			TBD	X ^{ES}				* X ^{PT}			X	X	X	X	X					* X		
10. System security and client confidentiality	X ^{FT}				* X				X ^{FT}	X ^{FT}	X ^{FT}			X	X	X					X		
11. Develop and maintain fiscal structure and facilities maintenance plans	X ^{FT}				* X											X					X		
12. Provide electronic access via kiosks in designated areas				TBD												TBD							
13. Technology development and sharing (access to database info)	X ^{FT}																				X		

Legend of Service Delivery Methods:X^{FT} - Use if Full Time Staff available; onsite @ Salinas AJCC / One-Stop locationX^P - Use if Part Time Staff available; onsite @ Salinas AJCC / One-Stop location* X^{FT} or * X^P - Add an asterisk to indicate if services or specific commitments are limited (i.e. activities, customers served, location, etc.)

* E - Use if services are ONLY available via electronic connectivity or automated kiosk system

X^{CC} - Use if customer must be enrolled as a Community College student to receive services

T - Use if services are ONLY available via telephone

B/H - Use if information on services are ONLY available via brochure / handout

Appendix H: Coordination Agreements Between State Plan Partners

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**California Department of Rehabilitation, California Workforce Development Board,
Working Group Partnership Agreement**

1. Partners California Department of Rehabilitation (CDOR), California Workforce Development Board (CWDB), agree that the CWDB and DOR will partner to achieve the policy objectives of the state plan:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.
2. Partners CWDB and DOR agree that identified DOR priorities (the matrix) will inform areas of the State plan to be drafted by the CWDB.
3. DOR will draft a Title IV appendix to the State plan in areas not required in Title I, but required of the State's Vocational Rehabilitation program.
4. DOR will vet its compliance appendix with relevant stakeholders in addition to the public comment process envisioned for the State plan. The appendix developed by DOR will be available to the CWDB before October 23, 2015 to release for public comment with the draft State Plan on October 23, 2015. The Unified State plan and DOR compliance appendix will inform the content of each other.
5. CWDB and DOR will work together to implement both WIOA program strategies and the DOR program priorities for the state plan, through a value-added partnership in which each partner contributes on the basis of its programmatic expertise.
6. The State Board and DOR recognize that not all WIOA program strategies are appropriate for all DOR consumers and that DOR services are individualized and geared to the needs of the consumer.

7. DOR and CWDB recognize that the ability to implement WIOA program strategies and DOR priority policies are contingent on resources, and the development and continued support of ongoing partnerships at the state, local, and regional levels,
8. CWDB and DOR will communicate both jointly, and individually with their local counterparts (local workforce development boards and DOR district offices) on the need to partner to collectively implement WIOA program strategies and DOR program priorities. This communication will occur using joint letters, and when appropriate, relevant policy directives.
9. The nature of regional and local partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies and DOR Program Priorities, will vary according to the types of agreements worked out between Local Workforce Development Boards and DOR Districts.
10. Working with DOR, CWDB will issue “tiered” policy guidance that identifies, and alternatively, requires, recommend, or encourages the adoption of best practices and model partnerships at the local and regional level to facilitate the implementation of WIOA program strategies and DOR priority policies.
11. Partners CWDB and DOR agree that an memorandum of understanding (MOU) will be updated between each DOR district and the corresponding LWDB concerning the operation of the one-stop delivery system in the local area including: services to be provided, funding sources and mechanisms, methods of referral between one stop operator and one stop partners, methods to ensure needs of individuals with disabilities are addressed and duration of the MOU.
12. CWDB will draft local and regional guidance and DOR will provide technical assistance, through staff or referrals to local resources, to the LWDBs that will ensure a level of one stop accessibility for individuals with disabilities that is consistent with state and federal requirements pertaining to accessibility. DOR and CWDB will provide a consistent message to both LWDBs and DOR district offices concerning State policy on these matters.
13. DOR and CWDB staff will work jointly to assess the level of partnership in one stops and current compliance with known future regulatory requirements regarding access to services for individuals with disabilities. These requirements include providing services to job seekers through co-location, cross –training, or direct access through real-time technology. This information gathered from the assessment will be used to insure that all districts and LWDBs are on a path to compliance with all State and federal laws. DOR

will be consulted by LWDBs regarding Corrective Action Plans for hard to resolve concerns.

14. CWDB and DOR agree that areas in the State plan concerning students with disabilities will be discussed in a Youth workgroup consisting of partners serving in and out of school youth to take place prior to September 15, 2015.
15. The CWDB and DOR will provide support, technical assistance/professional development, through staff or referrals to local resources, and linkages to community based organizations/regional centers providing services to individuals with disabilities to local, and where appropriate, regional partnerships implementing the WIOA Program Strategies and DOR Program Priorities. DOR and CWDB will provide information to locals on best practices and model partnerships using both policy research and information from the field. Pending available resources, DOR may provide directly or refer to other available resources disability expertise and technical assistance to inform service provision.
16. The DOR will provide access to the Talent Acquisition Portal (DOR consumers only), Schedule A, and the LEAP program to qualified job seekers with disabilities. The local WDB's will provide access to CalJOBS labor exchange website and other services.
17. DOR will provide access to Vocational Rehabilitation services including training, self-advocacy training, assessments, career counseling/exploration; OJT/work experience; benefits planning; job placement services and assistive technology for eligible individuals with disabilities.
18. DOR will provide a single point of contact for AJCC business services staff and employers requesting assistance with section 503 federal contracting hiring compliance. Additionally, DOR will provide training to AJCC business services staff on Section 503 federal contracting hiring compliance.
19. CWDB and DOR and other partners will work together to identify methods to share data and develop a common outcomes reporting system.

DOR Policy Priorities and WIOA Program Strategies

Services to Youth:

DOR Priority -- Physical, programmatic and electronic access for youth with disabilities including the following:

- Access to one stop career services and WIOA Title 1 Youth program (WIOA Strategies: Integrated Service Delivery and Braided Resources, Providing Supportive Services) (Planning Guidance Tier: Required)
 - Vehicle: One Stop MOU and Certification requirements, Local Planning Guidance
- Access to training and education programs, including career pathways, internships, apprenticeships (WIOA Strategies: Career Pathways, Earn and Learn)(Planning Guidance Tier: Required)
 - Vehicle: DOR staff working locally and regionally with LWDB staff and training and education providers to increase co-enrollment opportunities of DOR consumers with local training and education providers based on alignment of needs, desires, capacities
- DOR outreach to youth with disabilities through AJCCs and cross training of DOR staff on other services to be provided through AJCCs (Planning Guidance Tier: Required)
 - Vehicle: One Stop MOU and Certification requirements, Local Planning Guidance; additionally DOR and CWDB will ensure cross-training of frontline staff in the AJCCs; finally, the DOR will provide the LWDBs linkages to DOR's youth programs.

Employer Engagement:

DOR Priority -- Collaborative employer outreach and engagement and marketing of employer incentives and strategies for the hiring of individuals with disabilities, including section 503 hiring requirements

- Participation in Employer Engagement efforts at the local level through AJCCs and through LWDB business services strategies required under WIOA local plan requirements (WIOA Strategies: Integrated Service Delivery and Braided Resources; Sector Strategies) (Planning Guidance Tier: Required)

- Vehicle: Local Planning Guidance
- Participation in Employer Engagement efforts at the regional level (WIOA Strategies: Integrated Service Delivery and Braided Resources; Sector Strategies, Organizing Regionally) (Planning Guidance Tier: Recommended)
 - Vehicle: Regional Planning Guidance. WIOA regional plans requirements do not require core program participation at the regional level. Local plans require the adoption of business services strategies. CWDB recommends that regional employer engagement efforts by LWDBs at the regional level include a DOR representative to help make employers aware of incentives and strategies for the hiring of individuals with disabilities.
- Participation in Employer Engagement efforts at the State level (WIOA Strategy Sector Strategies).
 - Vehicle: facilitated access to employers engaged in statewide sector strategies initiatives
- Information on Sector Strategies, Career Pathways, Labor Market Information (WIOA Strategy Sector Strategies, Career Pathways)
 - Vehicle: CWDB will ensure that DOR has access to and participation in the regional WIOA plans and programs which detail targeted sectors, prioritized career pathways, and regional labor market analyses. This will include consideration for individuals and youth with disabilities.

Capacity Building:

DOR Priority: Capacity building and professional development for the purpose of ensuring program, physical, and electronic access, including disability awareness training to increase employment opportunities for individuals with disabilities

- WIOA Program Strategies: Integrating service delivery and braiding resources
 - Vehicle: One Stop Design and Certification requirements, Local Planning Guidance; additionally DOR and CWDB will ensure resources for cross-training of frontline staff in the AJCCs (Planning Guidance Tier: Required)

Competitive Integrated Employment:

DOR Priority: Development of integrated employment opportunities, skill attainment strategies and supportive services to assist individuals with Developmental Disabilities or Intellectual Disabilities (DD/ID).

- (WIOA Program Strategy: Providing supportive services, and Utilizing "earn-and-learn strategies")
- DOR district staff will designate a point of contact for the LWDBs to provide linkages to service providers of consumers with ID/DD (Planning Guidance Tier: Required).
 - Vehicle: DOR district staff will partner with the LWDBs to outreach employers and partners to develop strategies to achieve Competitive Integrated Employment opportunities for consumers with ID/DD (Planning Guidance Tier: Required).
- DOR will provide disability expertise and CIE technical assistance to the LWDBs, partners, and employers (Planning Guidance Tier: Recommended).
 - Vehicle: DOR and CWDB state executive staff will work collaboratively to ensure resources for cross-training of frontline staff in the AJCCs (Planning Guidance Tier: Required)
 - Vehicle: DOR district staff will provide supportive services (i.e., job coaching) to consumers with ID/DD (Planning Guidance Tier: Required).
 - CWDB recommends that LWDBs at the local level support the efforts of DOR representative to recruit and refer individuals with disabilities and engage employers. (Planning Guidance Tier: Recommended)
 - DOR will provide, as a resource, the CIE blueprint available in 2016.

Temporary Assistance for Needy Families (TANF)-Working Group Agreement on Career Pathways and Subsidized Employment Partnerships, CDSS, CWDA, CWDB, CCCCCO

Participants

CWDB Staff: Dan Rounds, Robin Purdy, Angel Garcia

CDSS Staff: Damien Ladd, Angela Velloso, David Van Gee, Larry Lewis, William Belon,

CWDA Staff: Erin Horgan

CWD Staff: Nancy O'Hara (Yolo), Deborah Burch (Sacramento), Judy Needham (Yolo), Mark Marquez (Yolo), Sherry Alderman (Sonoma), Tracy Bryan (Yuba), Sherry Alderman (Sonoma), Deborah Mills (L.A.)

CCCCO Staff: Jason Orta (Student Services)

CCC CalWORKs Staff: Lily Hunnemedter-Bergfelt (Santa Rosa Junior College), Ramona Cobian (Sacramento City College)

1. Partners County Welfare Directors Association (CWDA), California Workforce Development Board (CWDB), and the California Department of Social Services (CDSS) agreed that the CWDB, CDSS, and CWDA will promote the building of career pathways programs and partnerships geared toward supporting TANF recipients including, but not limited to the California Community College CalWORKs programs at the local, and, where appropriate, the regional level, and will communicate both jointly, and individually with their local counterparts on the benefits of these programs, using joint letters, and when appropriate, relevant policy directives.
2. The nature of career pathways partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery, will be determined locally, and possibly regionally, depending on agreements between human services, local workforce development boards (LWDBs), community colleges, and any adult education providers who are involved with local agreements pertaining to career pathways.
3. Partnership agreements, in those jurisdictions where career pathway programs are coordinated with partners, should specify in the Memorandum of Understanding for One-Stop Services which services are provided by which entities, which partner funds those services, and how service provision is coordinated so as to facilitate seamless entry, exit, and movement along the career pathway. For example, partners will need to specify how they will coordinate assessment, the provision of supportive services (such as ancillary, childcare, transportation services), barrier removal services, the payment of

tuition/and or training costs, job readiness training, subsidized employment, and job placement.

4. The role of CWDB, CDSS, and the CWDA is to provide support for and technical assistance to local, and where appropriate, regional partnerships entered into to facilitate the development of sector based career pathways programs specifically geared toward TANF recipients. State agencies will help facilitate the initiation and implementation of career pathways programs by providing information to locals on best practices and model partnerships using both policy research and information from the field. The Local Workforce Development Board (LWDB) will provide information pertaining to prioritized sectors and prioritized career pathways under regional Workforce Innovation and Opportunity Act (WIOA) workforce planning. County Welfare Departments (CWDs) that have successful subsidized employment partnerships with LWDBs and community colleges will serve as templates for other CWDs to develop and/or expand subsidized employment programs. CWDs that have successful subsidized employment partnerships with local community college CalWORKs programs may also be used as templates for other county welfare departments to develop and/or expand subsidized employment programs as community college CalWORKs programs can utilize work study funds, job placement, and job development resources to aid in these efforts. Additionally, the expertise of practitioners at the local level will inform the technical assistance provided by the state.
5. For the purposes of developing the local and regional plans, the CWDB will work at the State level to apply for grants to fund local promising practices and issue local and regional planning guidance that recommends that LWDBs work with all core and required partners to develop the WIOA local and regional plans and the design of the local one-stop system. CWDA and CDSS will reinforce directives where appropriate.

TANF-Working Group Agreement on One Stop Partnerships, CDSS, CWDB, CWDA, CCCCCO

Participants

CWDB Staff: Dan Rounds, Robin Purdy, Angel Garcia

CDSS Staff: Damien Ladd, Angela Vellos, David Van Gee, Larry Lewis, William Belon,

CWDA Staff: Erin Horgan

CWD Staff: Nancy O'Hara (Yolo), Deborah Burch (Sacramento), Judy Needham (Yolo), Mark Marquez (Yolo), Sherry Alderman (Sonoma), Tracy Bryan (Yuba), Sherry Alderman (Sonoma), Deborah Mills (L.A.)

CCCCO Staff: Jason Orta (Student Services)

CCC CalWORKs Staff: Lily Hunnemedter-Bergfelt (Santa Rosa Junior College), Ramona Cobian (Sacramento City College)

1. Partners CWDA, CWDB, and CDSS agreed that baseline federal rules for mandatory partnership at one stops would be communicated to county welfare departments and local workforce development boards through policy directives distributed by the State oversight departments: CWDB-EDD will distribute for Title 1; CDSS will distribute for TANF. A joint letter to locals reflecting this same information will also be issued from CWDB, CWDA, and CDSS.
2. CWDA, CWDB, and CDSS staff will work jointly to assess the level of partnership and current compliance with known future regulatory requirements. This information will be used to insure that all counties and LWDBs are on a path to compliance.
3. CWDA, CWDB, and CDSS staff will work jointly to identify models of TANF one stop partnership that go beyond baseline federal expectations, as well as the purpose of these partnerships, and the manner in which these partnerships elevate service delivery so as to improve client outcomes. The information gleaned from this analysis will be used to inform local and regional planning guidance and will be combined with baseline compliance rules to provide locals information on how to not only comply with baseline federal requirements, but also to develop programs that serve client needs.
4. Local and regional planning guidance, supported by policy directives issued by CDSS and CWDB-EDD, will communicate both baseline one stop partnership rules as well as recommended best practices that go beyond minimum standards and will encourage the adoption of these practices.
5. Partners CWDA, CWDB, and CDSS, with the support of the California Community Colleges Chancellor's Office, encourage one stops to collaborate with community college CalWORKs Programs at the local community colleges. Community college CalWORKs programs, which are funded by Proposition 98 and TANF funds, have many years of experience administering education and training programs and specialized

support services for CalWORKs students. These many years of experience include collaborations with local county human services departments and local workforce investment boards. California Education Code 79204 refers to the coordination and partnership between community college CalWORKs program and CWDs and local workforce development boards. Though not a mandatory partner in the one stops, partners CWDA, CWDB, and CDSS, believe that one stops could leverage best practices developed between colleges and CWDs including co-location at colleges along with collaborations in the areas of subsidized employment and the provision of wrap-around services.

Title II and CWDB Working Memorandum of Understanding Regarding One-Stop Partnerships

CWDB Staff: Dan Rounds, Robin Purdy, Carlos Bravo

CDE Staff: Christian Nelson, Carolyn Zachry

CCCCO Staff: Debra Jones

1. Partners California Department of Education (CDOR), California Workforce Development Board (CWDB), and California Community College Chancellor's Office (CCCCO) agree to partner to achieve the policy objectives of the state plan:
 - Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.
2. CDE will draft a Title II Appendix to the State plan which meets the "program specific plan requirements" delineated in Section 102(b)(2)(D) of WIOA.
3. CWDB, CDE, CCCCCO will work together, as appropriate, to implement WIOA program strategies through a value-added partnership in which program partners contribute on the basis of their programmatic expertise. The WIOA strategies are as follows: sector strategies, career pathways, organizing regionally, providing supportive services, "earn and learn", integrating service delivery and braiding resources, and creating cross-system data capacity.
4. Partners CDE, CCCCCO, and CWDB agree that baseline federal rules for Title 2 mandatory partnership at One-Stops will be communicated to local and regional partners, including both Title 2 providers, and local workforce development boards through policy

directives distributed by CDE, CWDB, and CCCO. A joint letter to local service providers reflecting this same information will also be issued from CWDB, CDE, and CCCO. At a minimum partnerships must provide for access to Title 2 programs through the AJCCs by means of co-location, cross-training, or direct access through real-time technology.

5. CDE, CCCO, and CWDB staff will work jointly to assess the level of partnership and current compliance with regulatory requirements pertaining to mandatory one stop partnership. This information will be used to ensure that Title 2 providers and LWDBs are on a path to compliance with federal rules requiring mandatory participation in one stops by all core programs.
6. WIOA requires program alignment of core programs. CDE, CCCO, and CWDB staff will work jointly to identify and recommend best practices and model partnerships that encourage program alignment and coordination beyond the minimum federally required standards pertaining to one stops.
7. CWDB will issue local and regional planning guidance, supported, when appropriate, by policy directives issued by CDE, CCCO, and CWDB, that identifies and recommends best practices and model partnerships that encourage program alignment and coordination beyond minimum federally required standards. Communication to local and regional providers will encourage the adoption of these best practices and the forming of model partnerships, not only by Title 2 providers, but also other Adult Education Block Grant Consortia members.
8. The nature of regional and local partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies, best practices, and model partnerships will vary according to the types of agreements worked out between Local Workforce Development Boards, Adult Education Providers, Community Colleges, Local Educational Agencies, and relevant Community Based Organizations.
9. Adult Education Block Grant consortia will be required to participate in WIOA regional planning efforts and help those with basic skills deficiencies achieve sufficient skills to participate in the regional career pathway programs that are emphasized in the WIOA Unified State Plan.

Title II Planning Workgroup Agreement (Career Pathways)

Participants

CWDB Staff: Dan Rounds, Robin Purdy, Carlos Bravo

CDE Staff: Christian Nelson, Carolyn Zachry

CCCCO Staff: Debra Jones

Unified State Plan and EL-Civics - Partners California Department of Education (CDE), California Workforce Development Board (CWDB), and California Community College Chancellor's Office (CCCCO) agree to partner to achieve the career pathways strategy of the State Plan:

- Section 102 of WIOA requires the Governor of a state to submit a four-year unified state plan that incorporates all the requirements under the law. Although the actual term career pathway does not appear in the text of this state plan section, the law requires states to describe how they will implement Title II sections 223 and 231. As described above, both of these AEFLA sections have required career pathway components, see 223 – State Leadership Activities and 231 – Grants to Adult Education Providers. Therefore, descriptions of a state's plan for implementing career pathway programming are a required component of the unified state plan. Also, the unified state plan requires a description of the state's EL-Civics program, which as described below, has changed significantly and has strong implications for career pathway programming.
- Section 243 of Title II continues the EL-Civics grant program, and for the first time, specifies work and employment related goals for the program. Specifically, section 243 says:
 - *(c) Goal.--Each program that receives funding under this section shall be designed to—*
 - *(1) prepare adults who are English language learners for, and place such adults in, unsubsidized employment in in-demand industries and occupations that lead to economic self-sufficiency; and*
 - *(2) integrate with the local workforce development system and its functions to carry out the activities of the program.*
- This new mandated work-related content is a significant change from current practice and has direct implications for the development and implementation of career pathway programming for English language learners.

Purpose - One of the four purposes mandated for Title II includes the attainment of a secondary school diploma and the transition to postsecondary school “through career pathways”.

o SEC. 202. PURPOSE.

It is the purpose of this title to create a partnership among the Federal Government, States, and localities to provide, on a voluntary basis, adult education and literacy activities, in order to—

- o *(3) assist adults in attaining a secondary school diploma and in the transition to postsecondary education and training, including through career pathways;*
- o CDE will agree to provide policy guidance that seeks to coordinate the Adult Basic Education Consortium and Carl D. Perkins grants, with WIOA Services funded under Title I and provided through the America’s Job Center of California system to prepare job seekers for career pathways by providing adult education and literacy activities and supportive services. The nature of partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies will be determined locally between Workforce Development Boards, adult education consortiums and school districts and be required elements in the local/regional planning guidance.
 - o WIOA Program Strategies: Building of career pathways programs, Providing supportive services, Integrating service delivery and braiding resources
- o Vehicle: Regional Planning Guidance
- o CDE and CCCCCO will agree to provide policy guidance that seeks to coordinate the Carl Perkins Vocational Education Act grants which provide career technical education and career pathways in demand occupations and provides services and support to special populations and individuals with barriers to employment in k-14 system, with the local and regional Workforce Development Boards and the America’s Job Centers of California.
 - o WIOA Program Strategies: Building of career pathways programs, Providing supportive services, Integrating service delivery and braiding resources

Vehicle: Regional Planning Guidance

- o CDE will agree to provide policy guidance that seeks to coordinate and leverage high school to college and career programs integrating academic and occupational skill attainment and combining classroom instruction with work-based learning, with WIOA Services funded under Title I to prepare high school students for career pathways in in-demand sectors. The nature of partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies will be determined locally between Workforce Development Boards, adult education consortiums and school districts and be required elements in the local/regional planning guidance.

o WIOA Program Strategies: Building of career pathways programs, Providing supportive services, Integrating service delivery and braiding resources

Vehicle: Regional Planning Guidance

State Leadership - Career pathways is mentioned as both a required activity (Sec. 223 (a)(1)(A)) and a permissive activity for state adult education agencies to address as they provide services using WIOA state leadership funds to WIOA grantees. As a required activity, states must use their leadership funds (15% of their total state award) for a number of activities including the development of career pathways. As a permissible activity, states may use leadership funds to develop specific content and models for career pathways (Sec. 223 (a)(2)(D)).

- The CWDB and CDE will provide support, technical assistance/professional development to regional partnerships implementing the WIOA Program Strategies. CDE and CWDB will provide information to locals on best practices and model partnerships using both policy research and information from the field and provide assistance in developing curriculum and work-based learning opportunities to promote career pathways.
 - WIOA Program Strategies: Building of career pathways programs, Integrating service delivery and braiding resources
- Corrections Education - Similar to previous law, adult education funds shall be used to provide educational programs for incarcerated individuals and other institutionalized individuals. Funds under this section of WIOA (Sec. 225 (b)(5)) must be used for five purposes including the development and implementation of career pathways as well as integrated training.

- o CWDB, CDE and CCCCCO agree to provide policy guidance that seeks to coordinate funding for corrections education, including WIOA Title I and II, CDCR, AB2060, AB109, Juvenile Court Schools, Community Schools and Adult Re-entry programs designed to provide basic education, life skills, and job readiness skills for incarcerated youth and adults, youth engaged in court schools and adults re-entering the community from state prison or county correctional facilities. The nature of partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies will be determined locally.
 - o WIOA Program Strategies: Building of career pathways programs, Providing supportive services, Integrating service delivery and braiding resources

Grants to Adult Education Providers - The ability for a grantee (local provider) to provide career pathway programming is one of the 'considerations' that the state adult education agency must make when reviewing and approving grantees (Sec. 231 (e)(10)).

National Leadership Activities - The USDOE Office of Career, Technical, and Adult Education (OCTAE) receives funding under the WIOA law to provide leadership focused activities to adult education state agencies and other adult education entities. Under this section of the law (Sec. 242(c)(2)(C)(iv)), developing and promoting career pathways is a permissible leadership activity.

Youth Partnership Agreement, CWDB, DOR, CDSS, CDE, CCCCCO

WIOA provides opportunities to develop partnerships among a broad network of education, workforce, social service, and adult/youth justice programs serving youth populations. State level partnerships between California Workforce Development Board (CWDB), California Department of Rehabilitation (DOR), California Department of Social Services (CDSS), California Department of Education (CDE), and California Community Colleges Chancellor's Office (CCCCO) as well as local youth service providers will be leveraged to achieve the youth policy objectives of the State plan:

- Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
 - Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
 - Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.
1. Partners identified agree that youth priorities as specified in WIOA will inform areas of the State plan to be drafted by the CWDB.
 2. Additionally, partner DOR will draft a Title IV appendix to the State plan in areas not required in Title I, but required of the State's Vocational Rehabilitation program in regards to in school youth (ISY) with disabilities including but not limited to:
 - Assurance that state will report on number of students with disability who are receiving pre-employment transition services
 - Strategies for coordination with employers on transition services for youth and students with disabilities
 - Results of the comprehensive statewide needs assessment, which shall include the transition needs of both youth with disabilities and students with disabilities

- A separate assessment of the needs of individuals with disabilities for transition and pre-employment transition services
 - Identify strategies for methods used to improve/expand VR services for students with disabilities
 - Section entitled "Services for Students with Disabilities" which describes the strategies to address the results of the needs assessment and providing pre-employment transition services
 - Construction clause stating that nothing in this part shall be construed to reduce the obligation under Individuals with Disabilities Education Act (IDEA) for local educational agencies to provide/pay for transition services that are required to ensure a FAPE (Free Appropriate Public Education.)
3. DOR will vet its compliance appendix youth section with relevant stakeholders in addition to the public comment process envisioned for the State plan. The appendix developed by DOR will be available to the CWDB before October 23, 2015 to release for public comment with the draft State Plan on October 23, 2015. The Unified State plan and DOR compliance appendix will inform the content of each other.
 4. CWDB and partners will work together to implement both WIOA program strategies and youth program priorities for the State plan, through a value-added partnership in which each partner contributes on the basis of its programmatic expertise.
 5. The nature of regional and local partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA Program Strategies and youth program priorities, will vary determined by local youth service provider programs and grant requirements.

OUT OF SCHOOL YOUTH (OSY)

1. Partners will provide individual and joint guidance from their respective agencies to encourage local recruitment and service delivery collaboration efforts between American Job Centers of California (AJCCs), County Welfare Departments (CWDs), Local Education Agencies (LEAs), foster care and justice systems for youth entering or exiting partner programs to help enable Local Workforce Development Boards (LWDBs) to increase access for OSY with barriers to high quality workforce services.
 - a. To reach Vehicle: One Stop memorandum of understanding (MOU) and certification requirements, Local Planning Guidance; additionally CWDB will ensure cross training of frontline staff in the AJCCs.

IN SCHOOL YOUTH (ISY)

1. Partners CDE, CCCCCO and CWDB will provide guidance and technical assistance to regional LWDBs and relevant Career Pathway grants, when appropriate to establish regional collaborative relationships and partnerships with business entities, community organizations, and local institutions of postsecondary education and develop and integrate standards-based academics with career-relevant industry-themed pathways and work-based learning opportunities that are aligned to high-need, high-growth, or emerging regional economic sectors
2. The CDE Special Education Division and DOR will make local guidance available to encourage LEAs and DOR district offices to work in collaboration with AJCCs staff to develop work opportunities for ISY with disabilities, when applicable.
 - a. To reach Vehicle: One Stop MOU and certification requirements, local planning guidance; additionally CWDB will ensure cross training of frontline staff in the AJCCs.

TECHNICAL ASSISTANCE AND PROFESSIONAL DEVELOPMENT

1. CWDB will draft local and regional guidance regarding WIOA youth programs to LWDBs and in collaboration with partner programs provide technical assistance, through staff or referrals to local resources to the LWDBs to ensure physical, programmatic, and electronic accessibility for all youth.
2. The CWDB and partners will provide support, technical assistance/professional development, and linkages to community based organizations (CBOs) providing services to youth according to each partner's technical expertise.
3. Partners agree to collaborate to develop a menu of best practices and model partnerships for youth programs utilizing both policy research and information from the field that will be available to locals.
4. CWDB and partners will communicate both jointly and individually with their local counterparts LWDBs, CWDs, LEAs, community colleges, justice systems, and DOR district offices on the necessity to partner locally to collectively implement WIOA youth policy objectives and program strategies. This communication will occur using individual written guidance, joint letters, and/or when appropriate, relevant policy directives.

5. With input from partners, CWDB will issue “tiered” policy guidance to the LWDBs that identifies, and alternatively, requires, recommend, or encourages the adoption of best practices and model partnerships at the local and regional level to facilitate the implementation of WIOA program strategies and youth policy priorities.

EMPLOYER ENGAGEMENT

1. Partners will engage in collaborative employer outreach and engagement and marketing of employer incentives and strategies for the hiring of youth.
 - Participation in Employer Engagement efforts at the local level through AJCCs and through LWDB business services strategies required under WIOA local plan requirements (WIOA Strategies: Integrated Service Delivery and Braided Resources; Sector Strategies) (Planning Guidance Tier: Required)
 - Participation in Employer Engagement efforts at the regional level (WIOA Strategies: Integrated Service Delivery and Braided Resources; Sector Strategies, Organizing Regionally) (Planning Guidance Tier: Recommended)
 - Participation in Employer Engagement efforts at the State level (WIOA Strategy Sector Strategies).

WORK BASED LEARNING ACTIVITIES

1. Partners agree to support the integration of work-based learning activities in all youth programs that involve interactions with industry professionals that include career awareness, career exploration, career preparation and career training activities such as “earn and learn” programs.
 - Career Awareness: Youth build awareness of the variety of careers available and begin identifying areas of interest.
 - Career Exploration Youth explore career options to provide motivation and inform career decision-making.
 - Career Preparation Youth apply learning through practical experience and interaction with professionals from industry and the community in order to extend and deepen classroom work and support the development of college- and career-readiness knowledge and skills (higher-order thinking, academic skills, technical skills, and applied workplace skills).

- Career Training: Youth train for employment in a specific field and range of occupations.

CAREER PATHWAYS

1. Partners agree through leveraging local resources to align education, employment, training, and supportive services to provide opportunities for career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations, to prepare for youth to enter a career pathway or enrollment in post-secondary education.
2. The CWDB agrees to collect research and invest in demonstrations projects relating to meeting the education and employment needs of youth to add to the a menu of state and national best practices for career pathways that align with the skill needs of industries in the economy of the State or region.
3. Partners will promote the building of career pathways programs and partnerships geared toward supporting programs that serve youth including, but not limited to community college, foster youth, adult and juvenile justice, social service, and educational programs at the local, and, where appropriate, the regional level. Partners will communicate both jointly, and individually with their local counterparts on the benefits of these programs, using individual written guidance, joint letters, and/or when appropriate, relevant policy directives.
4. The nature of career pathways partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery, will be determined locally or regionally, depending on agreements between human services, LWDBs, community colleges, juvenile/adult justice programs, and any youth service providers who are involved with local agreements pertaining to career pathways.
5. For the purposes of developing the local and regional plans, the CWDB will issue local and regional planning guidance that recommends that LWDBs work with relevant agencies to develop local partnerships. The CWDB will ensure through local and regional planning guidance that partners are consulted in the development of local and regional WIOA plans which detail targeted sectors, prioritized career pathways, and regional labor market analyses.

ONE STOP ACCESS

1. Partners agree to work collaboratively at the state, regional, and local level to build capacity and increase professional development for one stops staff for the purpose of

ensuring programmatic, physical, and electronic access, and increase employment opportunities for youth. Additionally, partners will support Local Boards to promote best practices in physical and programmatic accessibility, including: facilities, programs, services, technology and materials

2. Partners will work jointly to identify models of one stop partnerships that support youth programs, as well as the purpose of these partnerships, and the manner in which these partnerships elevate service delivery so as to improve client outcomes. To ensure the WIOA youth vision of supporting an integrated service delivery system and framework, partners and local areas will leverage other Federal, State, Local, and philanthropic resources to support in-school and out-of-school youth.

Customer Service Flow Chart

The Monterey County Workforce Development Board (MCWDB) will be completing the competitive procurement process for a One-Stop Operator in early 2017. At that time, the Operator will begin working with system partners and parties to this MOU and a Customer Services Flow Chart for the AJCC is an anticipated early deliverable.

MCWDB also plans to update this MOU prior to the expiration of the three-year term of this MOU to reflect the results of the Operator's implementation of this MOU and any changes resulting from the WIOA Final Rule issuance as well as to include the aforementioned deliverable.

Referral Process

To promote a smooth and seamless referral process for all customers of the Monterey County America's Job Center of California (AJCC) / One-Stop delivery system, partners are encouraged to provide accurate and timely assistance to customers through the development of a service delivery strategy that results in quality service and positive outcomes in the development of a skilled workforce. The following process will be utilized to dictate the procedures to be executed in order to provide the best possible service and assistance to all customers.

Welcome Customer:	Process
Greet the Customer <ul style="list-style-type: none"> ▪ Walk-in ▪ Phone ▪ Website 	<p>Overview: Welcome customer, conduct a basic oral assessment, collect initial registration data and connect the individual to AJCC / One-Stop partner or outside resource based upon customer need.</p> <p>Walk-in:</p> <ul style="list-style-type: none"> ▪ Greet and customer and ask what brings them to the AJCC ▪ Customer completes sign-in sheet (name, date, reason for visit) ▪ Refer customer to AJCC. Staff will provide brief orientation to services and refer customer to appropriate related service(s) ▪ Provide brochure on AJCC and One-Stop system partner services ▪ Encourage customer to access UI services via staff, telephone, or internet ▪ Provide resource information to customers not interested in AJCC / One-Stop system services ▪ Use Referral Form to refer customers to services not provided on-site <p>Phone:</p> <ul style="list-style-type: none"> ▪ Provide customer with brief introduction to AJCC / One-Stop system services and schedule orientation appointment. Advise customer to bring right to work documentation to AJCC prior to orientation appointment ▪ Provide resource information (via phone) to customers not interested in AJCC / One-Stop system partner services <p>Website:</p> <p>Advise customer on how to access the CalJOBS system to register at https://www.caljobs.ca.gov.</p> <p>One-Stop Operator MOU Implementation Activities:</p> <ul style="list-style-type: none"> ▪ Create sign-in sheet with check list of "reasons for visit" ▪ Create check list of what to bring for right to work documentation ▪ Create brochure to include brief description of all AJCC / One-Stop system partners, locations, contact info, website, and hours of operation. ▪ Post partner brochures and handouts in all Monterey County AJCC comprehensive and affiliate locations ▪ Post workshop information

Referral Form

REFERRALPROCESS: The originating agency is to both (1) transmit the referral form to the receiving agency and (2) give a copy of the form to the customer with instructions to present the form to the receiving agency at the time a face-to-face contact is made. After assisting the customer, the receiving agency is to complete the referral results section of this form and return a copy to the originating agency that initiated the service referral. If the originating agency does not receive a copy of the referral form within 21 days, it shall contact the receiving agency to determine the outcome of the referral and document the outcome on this form.

APPLICANT:	
Date of referral:	
Customer name:	
SS# (last 4):	
Address, City, State, Zip:	
Phone number:	
Customer is currently receiving:	<input type="checkbox"/> TANF/CalWorks <input type="checkbox"/> WIOA Basic Career Services <input type="checkbox"/> WIOA Individualized Services <input type="checkbox"/> WIOA Follow-Up Services <input type="checkbox"/> WIOA Training Services <input type="checkbox"/> WIOA Employer/Business Services <input type="checkbox"/> Other, please specify:

AGENCY REFERRED TO: (Receiving Agency)
Name of agency referred to:
Contact person:
Phone number:
Address, City, State, Zip:
Purpose of referral:
Services to be provided:

REFERRED BY: (Originating Agency)
Name of referring agency:
Contact person:
Phone number:
Address, City, State, Zip:

REFERRAL RESULTS:	
Did the customer report to the agency?	<input type="checkbox"/> Yes <input type="checkbox"/> No (If no, return this form back to the originating agency.)
Date customer was seen on:	
The following action was taken:	

AJCC / One-Stop Operator			
Monterey County local workforce development area has a consortium model made up of three local level partners: The County's Economic Development Department - Office for Employment Training (OET), Monterey County Department of Social Services(DSS) and California Employment Development Department (EDD).			
Contact		Contact	
Dave Spaur, Economic Development Department 831-755-5387 168 W. Alisal Street Salinas, CA 93901 spaurd@co.monterey.ca.us		Elliott Robinson, Dept. of Social Services Director 831-755-4434 Main Street Salinas, CA 93901 robinsonec@co.monterey.ca.us	
		Yuko Duckworth, Region Manager CA Employment Development Department 831- 638-3324 730 La Guardia Street Salinas, CA 93906 yuko.duckworth@edd.ca.gov	
AJCC Comprehensive Location	Physical Address	Site Supervisor(s)	Hours of Operation & Phone Number
SALINAS	Salinas Airport Business Park 730 La Guardia St. Salinas, CA 93905	Economic Development Department – OET Supervisor: Name: Rod Powell Title: Workforce Program Manager Agency: Monterey County Economic Development Dept Office of Employment & Training Division Phone: (831) 796-3248 Email: powellr@co.monterey.ca.us EDD Site Supervisor(s): Name: Yuko Duckworth/ James Dion (Alternate) Title: Employment Program Manager Agency: Employment Development Department Phone: (831)-796-3632 / (831) 464-6369 Email: yuko.duckworth@edd.ca.gov or James.dion@edd.ca.gov	Hours: Mon-Fri, 8am-5pm, except legal holidays. Phone: (831) 796-3600
AJCC Satellite Locations	Physical Address	Site Supervisor	Hours of Operation & Phone Number
MARINA	MBEST 3180 Imjin Rd #102 Marina, CA 93933	Name: Rod Powell Title: Workforce Program Manager Agency: Monterey County Economic Development Dept Office of Employment & Training Division Phone: (831) 796-3248 Email: powellr@co.monterey.ca.us	Hours: Mon/Tues/Thur, 10am-Noon & 1-5pm. Call ahead before arriving. Phone: (831) 337-43320
KING CITY	Towne Square Shopping Center 200 Broadway St, Ste. 62 King City, CA 93930	Name: Rod Powell Title: Workforce Program Manager Agency: Monterey County Economic Development Dept Office of Employment & Training Division Phone: (831) 796-3248 Email: powellr@co.monterey.ca.us	Hours: Wed, 10am-Noon & 1-4pm; and Fri, 10am-Noon. Phone: (831) 386-6801
KING CITY	King City Library 402 Broadway King City, Ca 93930	Name: Rod Powell Title: Workforce Program Manager Agency: Monterey County Economic Development Dept Office of Employment & Training Division Phone: (831) 796-3248 Email: powellr@co.monterey.ca.us	Hours: Fri, 1-4pm. Call ahead before arriving. Phone: (831)385-3677

System Map

The Monterey County Workforce Development Board (MCWDB) will be completing the competitive procurement process for a One-Stop Operator in early 2017. At that time, the Operator will begin working with system partners and parties to this MOU and a System Map for the one-stop system that reflects the partners in the local area is an anticipated early deliverable.

MCWDB also plans to update this MOU prior to the expiration of the three-year term of this MOU to reflect the results of the Operator's implementation of this MOU and any changes resulting from the WIOA Final Rule issuance as well as to include the aforementioned deliverable.

Form is provided as an example. Specific data to populate the list will be collected and maintained by the One-Stop Operator as part of the MOU implementation activities as detailed in section XII of the MOU.

America's Job Center of California (AJCC) / One-Stop Required Partner	Contact
WIOA Title I Adult, Dislocated Worker and Youth	TBD
WIOA Title II Adult Education/Literacy and Carl Perkins Career Technical Education	TBD
WIOA Title III Wagner-Peyser, Veterans, Trade Adjustment Assistance Act and Unemployment Compensation	TBD
WIOA Title IV Vocational Rehabilitation	TBD
Title V Older Americans Act	Goodwill Central Coast – Senior Community Service Program (SCSEP) Richard Cheatham Bill O'Brien Nancy Ralston
Job Corps	TBD
Native American Programs (Section 166)	TBD
Migrant Seasonal Farmworkers (Section 167)	TBD
YouthBuild	N/A
Community Services Block Grant	TBD
Housing & Urban Development	TBD
Second Chance	TBD
Temporary Assistance for Needy Families/CalWORKs	TBD

Appendix 4: Local Area Grant Recipient Listing

STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
[WIOA Sections 107(d)(12)(B)(i)]

Monterey County

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Monterey County, Chief Intergovernmental Affairs / Monterey County Workforce Development Board (WDB)	Nick Chiulos, Assistant County Administrative Officer (CAO), c/o WDB Executive Director	168 West Alisal Street, 3 rd Floor Salinas, CA 93901	Phone: (831) 755-5145 Fax: (831) 796-8648 ChiulosN@co.monterey.ca.us
Fiscal Agent	Monterey County, Chief Intergovernmental Affairs / Monterey County Workforce Development Board (WDB)	Nick Chiulos, Assistant County Administrative Officer (CAO), c/o WDB Executive Director	168 West Alisal Street, 3 rd Floor Salinas, CA 93901	Phone: (831) 755-5145 Fax: (831) 796-8648 ChiulosN@co.monterey.ca.us
Local Area Administrator	Monterey County Workforce Development Board (WDB)	Chris Donnelly, Interim WDB Executive Director	168 West Alisal Street, 3 rd Floor Salinas, CA 93901	Phone: (831) 759-6644 Fax: (831) 796-3321 DonnellyC@co.monterey.ca.us
Local Area Administrator Alternate	Monterey County Workforce Development Board (WDB)	Ruben Trujillo, Finance Manager	168 West Alisal Street, 3 rd Floor Salinas, CA 93901	Phone: (831) 796-3329 Fax: (831) 796-3321 TrujilloR@co.monterey.ca.us

Signature: _____


Chief Elected Official

3-8-2017
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

Appendix 5: Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

BYLAWS of the MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD

Approved by the Monterey County Board of Supervisors on June 23, 2015, amended and restated on November 8, 2016.

The State of California, pursuant to section 107 of the Federal Workforce Innovation and Opportunity Act of 2014 (WIOA), has designated the Monterey County Workforce Development Board as the entity responsible for setting policy and for the direction and oversight of employment and training programs at the local level, and provides funding thereto.

Federal and State rules and regulations provide for WIOA program activities and require the Monterey County Board of Supervisors, as Chief Elected Official for the Monterey County Workforce Development Area, to appoint a local Workforce Development Board.

ARTICLE I. NAME

The name of the local Board shall be the Monterey County Workforce Development Board, hereinafter referred to as "MCWDB".

ARTICLE II. LEGAL AUTHORITY OF THE BOARD

The MCWDB is organized in accordance with the Federal Workforce Innovation and Opportunity Act of 2014, hereinafter referred to as "WIOA".

ARTICLE III. AREA SERVED

The geographical region to be served by the MCWDB shall be the County of Monterey and the labor market areas contained therein.

ARTICLE IV. DUTIES & METHODS OF THE BOARD

Section 1. Duties

- A. The MCWDB shall be established to assist the Chief Elected Official, Monterey County Board of Supervisors, hereinafter referred to as "BOS", in strategic planning, oversight, and evaluation of the local workforce development area, and shall promote effective outcomes consistent with statewide goals, objectives, and negotiated local performance measures.
- B. Duties of the MCWDB shall be in accordance with the WIOA including, but not limited to:
 - 1. In partnership with the BOS, develop a local workforce development area plan;
 - 2. As part of the Central Coast planning region that includes other local workforce development areas, collaborate with other local boards and chief elected officials in preparation and submission of a regional plan as described in WIOA section 106(c)(2);
 - 3. Negotiate local performance measures with the BOS and the Governor;
 - 4. Subject to the approval of the BOS, develop a budget for the activities of the MCWDB, consistent with the local workforce development plan and the duties of the MCWDB under WIOA section 107;
 - 5. Conduct oversight, in partnership with the BOS, of the use and management of funds, including ensuring the appropriate management and investment of funds to maximize performance outcomes under WIOA section 116;
 - 6. Negotiate with the BOS and required partners on the methods for funding the infrastructure costs of One-Stop Career Center(s) in the local workforce development area in accordance with Title 20 of the Code of Federal Regulations, section 679.370(k);
 - 7. Using a competitive procurement process, select the One-Stop Operator(s) of the local America's Job Center of California delivery system, in accordance with WIOA section 121(d)(2)(A);

8. With agreement of the BOS and the Governor, the MCWDB may act as a provider of career services, in accordance with WIOA sections 107(g)(2) and 134(c)(2);
9. Using a competitive procurement process, choose to award grants or contracts to youth service providers; in accordance with WIOA section 123(a);
10. Conduct oversight of local WIOA programs;
11. Review and accept applications from training providers to be listed on the Eligible Training Providers List (ETPL);
12. Conduct research and regional labor market analysis;
13. Carry out analyses of the economic conditions in the Central Coast planning region;
14. Assist the Governor in developing the statewide workforce and labor market information system; specifically in the collection, analysis, and utilization of workforce and labor market information for the Central Coast planning region;
15. Conduct other research, data collection, and analysis related to the workforce needs of the regional economy, after receiving input from a wide array of stakeholders who are determined to be necessary to carry out MCWDB functions;
16. In collaboration with secondary and postsecondary education programs, lead efforts in the local workforce development area to develop and implement career pathways within the local workforce development area;
17. Promote the participation of private-sector employers in WIOA programs in the local workforce development area and the Central Coast planning region;
18. Lead efforts to engage with a diverse range of employers and economic development entities, including coordination with BOS economic development strategies;
19. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, workers and job seekers; and
20. Conduct other duties and obligations as may be required by the State of California, the U.S. Department of Labor, and WIOA and associated rules and regulations, for the implementation of WIOA and to achieve the goals stated in these bylaws.

Section 2. Methods

The MCWDB shall perform all duties in accordance with these methods:

- A. *Convener* – Bring together business, labor, education, and economic development entities to focus on community workforce issues.
- B. *Workforce Analyst* – Develop, disseminate and understand current local and regional labor market and economic information and trends.
- C. *Broker* – Bring together systems to solve common problems, or broker new relationships with businesses and workers.
- D. *Community Voice* – Advocate for the importance of workforce policy, providing perspective about the need for and availability of skilled workers.
- E. *Capacity Builder* – Enhance the local workforce development areas and Central Coast planning region's ability to meet the workforce needs of local employers.

ARTICLE V. STAFFING AND SUPPORT

- A. Staffing and support of the MCWDB shall be provided by the Monterey County BOS through a designated County Department.
- B. MCWDB staff shall include an Executive Director and such staff as is necessary to support the activities of the MCWDB. The MCWDB Executive Director shall serve as a non-voting member of the MCWDB Executive Committee and will regularly attend meetings of the MCWDB and its committees.
- C. Under the direction of the MCWDB Executive Director, the MCWDB staff will work on implementation of the policies, goals and activities of the MCWDB. Under the direction of the MCWDB Executive Director,

MCWDB staff shall make regular reports to the MCWDB on implementation of the WIOA and other MCWDB programs. Under the direction of the MCWDB Director, MCWDB staff shall be responsible for preparing and distributing agendas for all public meetings.

- D. Under the direction of the MCWDB Executive Director, the MCWDB staff shall maintain an official MCWDB membership list, attendance records, a record of all actions of the MCWDB, and minutes of all MCWDB public meetings and other documents pertaining to the MCWDB and its committees.
- E. MCWDB staff shall ensure the MCWDB and its committees operate in a transparent manner, in accordance with WIOA section 107(e).

ARTICLE VI. MEMBERSHIP

Section 1. Composition

The BOS shall ensure the membership of the MCWDB conforms to all requirements of the WIOA section 107(b), including, but not limited to:

- A. *Business Representatives* – The majority (at least 51%) of MCWDB membership must be representatives of business in the local area. The business representatives shall include owners of businesses, chief executives or operating officers of business or other business executives, including small businesses, business organizations, or human resource executives with optimum policy-making or hiring authority that provide employment opportunities in in-demand sectors or occupations as defined in WIOA section 3(23). At a minimum, two (2) members must represent small business as defined by the U.S. Small Business Administration. Efforts will be made to include broad representation of businesses throughout the County, consisting of both large and small employers.
- B. *Local Educational Entity* – At least one (1) eligible training provider administering adult education and literacy activities under WIOA Title II; and at least one (1) representative from an institution of higher education providing workforce investment activities, including community colleges.
- C. *Labor Organizations* – At least twenty percent (20%) of MCWDB members must be representatives of labor organizations nominated by local labor federations, including joint-labor management registered apprenticeship programs, or where they do not exist in the local area, employee representatives. At least two (2) members or more must represent labor organizations; and one (1) member or more must represent a joint-labor management, or union affiliated, registered apprenticeship program within the area who must be a training director or a member of a labor organization. If no union affiliated registered apprenticeship programs exist in the area, a representative of a registered apprenticeship program with no union affiliation must be appointed, if one exists.
- D. *Community-Based Organization* – At least one (1) member must represent a community-based organization that has demonstrated experience and expertise in addressing the employment, training or education needs of individuals with barriers to employment, including organizations that serve veterans or provide or support competitive integrated employment for individuals with disabilities; and may include one or more representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.
- E. *Economic and Community Development Entities* – At least one (1) member must represent an economic development agency, including private sector economic development entities and/or Small Business Development Centers.
- F. *Wagner-Peyser* – At least one (1) member must represent the State Employment Service office under the Wagner-Peyser Act (29 U.S.C. 49 et seq.) serving the Monterey County local workforce development area.
- G. *Rehabilitation* – At least one (1) member must represent programs carried out under Title I of the Rehabilitation Act of 1973, other than sec. 112 or part C of that title.
- H. The membership of the local MCWDB may include individuals or representatives of other appropriate entities in the local area that have optimum policy-making authority within the entities they represent, including:
 - a. Entities administering education and training activities who represent local educational agencies or community-based organizations with demonstrated expertise in addressing the education or training needs for individuals with barriers to employment;

- b. Governmental and economic and community development entities who represent transportation, housing, and public assistance programs;
- c. Philanthropic organizations serving the local area; and
- d. Other appropriate individuals as determined by the BOS.

Section 2. Appointments

- A. Members of the MCWDB shall be appointed by the BOS.
- B. The BOS shall ensure that the membership and appointment of MCWDB members are in accordance with WIOA and applicable State criteria.
- C. The composition of the MCWDB shall be subject to certification by the Governor.
- D. Members who are appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat. A member can continue to serve until reappointment or replacement by the BOS.
- E. MCWDB representatives, except institutional members (i.e., Job Center or One-Stop Partners) shall serve as individuals and may designate alternates/proxies when a member is unable to attend a meeting, consistent with the alternate or proxy process established by the Governor for the State Workforce Development Board pursuant to WIOA requirements at Code of Federal Regulations § 679.110(d)(4). The use of technology such as phone and web-based meetings may be used to ensure members actively participate in meetings, consistent with the requirements of the Ralph M. Brown Act (the Brown Act), California Government Code section 54950—54963.

Section 3. Term

- A. The term of each MCWDB representative shall be three (3) years, upon which time consideration for reappointment shall occur. The terms of all representatives may be staggered at the discretion of the BOS.
- B. There shall be no term limits.
- C. Members who are no longer actively involved in the work of his/her membership category within the County of Monterey shall be required to resign from his/her MCWDB seat.
- D. Members shall immediately inform the MCWDB of a change in employer or employment status, or other change in membership category, at which time it shall be determined if the member is eligible to continue serving on the MCWDB.

Section 4. Recruitments and Nominations

- A. In the event of a vacancy, the MCWDB Executive Committee is responsible for maintaining the required composition of the MCWDB, as stated in these bylaws. A vacancy may not necessarily be filled if the required composition of the MCWDB can be maintained without filling the vacancy.
- B. The MCWDB shall solicit and accept nominations for MCWDB membership in accordance with representation as needed and shall also comply with the Maddy Act, California Government Code 54970—54974, regarding the announcement of opportunities to serve.
- C. All nominees shall be required to submit a membership application.
- D. Any qualified community member may nominate him/herself for appointment to the MCWDB by submitting a membership application to the MCWDB Executive Director.
- E. Nominations shall be reviewed by the MCWDB Executive Committee to ensure that nominees meet the membership criteria as stated in these bylaws and WIOA, as amended from time to time. If a nomination is approved by the Executive Committee, the Executive Committee shall bring the nomination to the full MCWDB for consideration.
- F. The recommendation for appointment of a new member shall require a two-thirds affirmative vote of MCWDB members present at a regularly scheduled meeting at which a quorum has been established.
- G. The recommendation of the full MCWDB shall be forwarded to the BOS for action on the recommendation for appointment. If, for any reason, no recommendation for appointment is made within three (3) months of the date of a vacancy, the MCWDB shall inform the BOS of that fact.

Section 5. Vacancies

- A. A vacancy on the MCWDB shall exist on the occurrence of noncompliance with applicable Federal and State regulations, or change in employment status from active employment in the classification that served as the basis for the appointment or other change in membership category.
- B. Vacancies will not necessarily be filled by individuals from a like organization; industry, employer, or association so long as the required membership composition is maintained.

Section 6. Resignations

- A. Any member may resign by providing written or oral notice to the MCWDB Chair and/or MCWDB Executive Director.
- B. The MCWDB Executive Director shall provide written notice of all resignations to the MCWDB and BOS.
- C. MCWDB staff shall record attendance and absence at MCWDB meetings. Members should notify MCWDB staff if circumstances prevent their attendance at any meeting. A member may be deemed to have resigned from his/her position on the MCWDB if the member has had three (3) consecutive absences from regularly scheduled meetings of the MCWDB and assigned committee meetings, or if the member misses sixty (60%) of MCWDB meetings in any program year (July-June).
- D. In the event a member exceeds the number of absences described above, the MCWDB Executive Director shall act on behalf of the MCWDB to determine cause of such absences, and shall provide the MCWDB with a report regarding the member's absences to the MCWDB. The MCWDB shall consider whether the member should be deemed to have resigned from his/her position on the MCWDB. The member in question shall be afforded the opportunity to address the MCWDB concerning his or her absences.

Section 7. Removal

- A. A MCWDB member may be removed from the MCWDB if the member's conduct or action, in his/her capacity as a member or personal/professional dealings, is having or will have a severe detrimental effect on the ability of the MCWDB to conduct its business.
- B. Procedures for Removal by MCWDB:
 - 1. A removal shall be proposed and discussed at an Executive Committee meeting called for that purpose;
 - 2. The recommendation for removal from the Executive Committee shall be brought before the full MCWDB for discussion and vote;
 - 3. The member whose removal is being considered shall be invited to present reason(s) why his/her removal should be reconsidered at both the Executive Committee and full MCWDB meeting;
 - 4. Removal from the MCWDB shall require a two-thirds majority and affirmative vote of the MCWDB at a regularly scheduled meeting, at which a quorum has been established; and
 - 5. The MCWDB shall forward the recommendation for removal to the BOS for approval.
- C. Procedures for Removal by BOS:
 - 1. A removal is proposed and discussed at a BOS public meeting;
 - 2. The recommendation for removal shall be brought before the full BOS for discussion and vote;
 - 3. The member whose removal is being considered shall be invited to present reason(s) why he/she should not be removed; and
 - 4. Removal from the MCWDB shall require a two-thirds majority and affirmative vote of the BOS at a regularly scheduled public meeting, at which a quorum has been established.

Section 8. Size

- A. The membership size of the MCWDB shall be that which is required by the WIOA, and to fulfill the duties of the MCWDB.

- B. An individual may serve as a representative of more than one membership category so long as adequate justification for his/her expertise in each area is established and so long as he/she meets all the criteria for representation in accordance with WIOA. No matter how many membership categories an individual represents, he/she is only entitled to one vote and may only be counted as a single member of the MCWDB.

ARTICLE VII. OFFICERS AND THEIR ELECTIONS

Section 1. Officers

- A. The officers of the MCWDB shall be Chair, Vice Chair, and Second Vice Chair.
- B. There shall be elected one (1) individual to serve in each designated office.
- C. The Chair of the MCWDB shall be elected by the MCWDB from among the Business representatives. The remainder of the MCWDB officers may be elected from any of the representative groups.

Section 2. Election of Officers

The MCWDB shall elect officers in the last regularly scheduled meeting before July 1 of each year in which the term of an officer is to expire. The term of elected officers shall commence on the first subsequent meeting thereafter.

Section 3. Term of Officers

- A. The term of each officer shall be three (3) years.
- B. There shall be no term limits for officers.
- C. An officer shall serve his or her term until a successor is elected or until death, resignation or removal from office for cause.
- D. An officer vacancy shall be filled by vote at a subsequent full MCWDB meeting.
- E. An officer selected to fill a vacancy shall serve for the remainder of the term of the individual whose vacancy s/he is selected to fill.

Section 4. Duties of Officers

- A. *Chair.* The MCWDB Chair shall:
 - 1. Represent the MCWDB to the BOS and the general public;
 - 2. Preside over all regular and special meetings of the MCWDB;
 - 3. Serve as Chair of the Executive Committee of the MCWDB;
 - 4. Prepare the agenda for MCWDB meetings in consultation with the MCWDB Executive Director;
 - 5. Appoint all committee Chairs and committee members, in consultation with the MCWDB Executive Director; and
 - 6. Assign and delegate such responsibilities from time to time.
- B. *Vice Chair.* The MCWDB Vice Chair shall:
 - 1. In the absence of the MCWDB Chair, perform all the duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities from time to time.
- C. *Second Vice Chair.* The MCWDB Second Vice Chair shall:
 - 1. In the absence of the MCWDB Chair and MCWDB Vice Chair, perform all duties of the MCWDB Chair; and
 - 2. Assign and delegate such responsibilities from time to time.

Section 5. Removal of Officers

The removal of an officer shall require a two-thirds majority vote of the MCWDB and shall conform to the procedures for member removal as outlined in these bylaws.

ARTICLE VIII. MEETINGS

Section 1. Public Meetings

- A. All meetings of the MCWDB and its committees shall be called and conducted in conformity with the provisions of the Brown Act.
- B. Robert's Rules of Order, Newly Revised, shall govern MCWDB meetings in all cases in which they are applicable and to the extent in which they are not in conflict with these bylaws and other applicable law.
- C. Regular meetings of the MCWDB and its standing and/or ad hoc committees shall be published annually in June for the period of July 1st to June 30th of the coming program year.
- D. Special meetings of the MCWDB may be called at any time by any officer of the MCWDB for any purpose in accordance with the Brown Act.
- E. Notice of the time and place of special meetings shall be provided to each member and the public in accordance with the Brown Act.
- F. The presiding officer of a meeting, at his/her discretion, may adjourn any meeting, whether a quorum has been established or not, to another time and place. The same meeting may not be adjourned more than once.

Section 2. Quorum

- A. A simple majority of appointed members shall constitute a quorum for the transaction of business at all MCWDB and designated standing committee meetings.
- B. A meeting at which a quorum is initially established may not continue to transact business or to discuss business if the quorum is not maintained due to the withdrawal or departure of members.

Section 3. Voting

- A. Each member of the MCWDB shall be entitled to one vote on an action.
- B. Local MCWDB members must neither cast a vote on, nor participate in any decision-making capacity, on the provision of services by such member (or any organization which that member directly represents), nor on any matter which would provide any direct financial benefit to that member or that member's immediate family, in accordance with 2 CFR 200.318.
- C. Action brought before the MCWDB shall be resolved by a vote of a simple majority of the members present, provided a quorum is present.
- D. At the request of any member, or upon the discretion of the Chair, a roll-call or ballot vote may be requested for any action of the MCWDB. The recording of votes shall be in accordance with the Brown Act.

ARTICLE IX. COMMITTEES

Section 1. General

- A. All standing committees established under the MCWDB shall conform to the bylaws of the full MCWDB.
- B. All actions of MCWDB standing committees and workgroups are advisory to the MCWDB.
- C. Chairs of the MCWDB standing committees, in consultation with the MCWDB Executive Director, shall prepare the agenda for standing committee meetings.
- D. Members who are designated as a America's Job Center of California or One-Stop Career Center Operator shall not serve on any standing committee that deals with the oversight of the Job Center or One-Stop system or allocation of resources that would potentially be allocated to that member's program or might otherwise be the basis of a conflict of interest, as outlined in these bylaws in Article X.

Section 2. Standing Committees

- A. There shall be established **three** standing committees of the MCWDB to include the Executive Committee, the Oversight Committee, and the Business Services Committee.
- B. To the extent possible, standing committees shall be comprised of the required MCWDB representative categories as specified in WIOA and must be chaired by a member of the MCWDB.
- C. The term of the Chair of any standing committee shall be for three (3) years, concurrent with the term of the Chair of the MCWDB.

Section 3. Executive Committee

- A. The Executive Committee shall be comprised of the following MCWDB members: Chair, Vice Chair, Second Vice Chair, Immediate Past Chair, the Chair of any other standing committee, and at least one non-MCWDB member appointed at the discretion of the MCWDB Chair.
- B. The MCWDB Chair shall serve as Chair of the Executive Committee.
- C. Responsibilities of the Executive Committee shall include:
 - 1. Report upon all action taken by the Executive Committee to the full MCWDB at regularly scheduled MCWDB meetings;
 - (a) Emergency actions and all other actions taken by the Executive Committee without the prior approval of the full MCWDB are conditional and subject to either ratification or rescission by the full MCWDB at the first meeting following the emergency or action.
 - 2. Make recommendations for membership to the MCWDB in compliance with membership requirements as specified in WIOA;
 - 3. Determine responsibilities of all standing committees and workgroups and review work plans of such bodies;
 - 4. Review the attendance of MCWDB and standing committee members and make recommendations for removal of a member as outlined in Article VI. Membership, Section 7 of these bylaws; and
 - 5. Perform other duties as the MCWDB may deem necessary.

Section 4. Oversight Committee

- A. An Oversight Committee shall be established and composed of MCWDB members as recommended by the MCWDB Chair.
- B. Responsibilities of the Oversight Committee shall include:
 - 1. Conduct monitoring and evaluation of services, activities and grants or contracts, including the America's Job Center of California or One-Stop Career Center(s), funded by the WIOA or otherwise and awarded by the MCWDB, as related to all Adult, Dislocated Worker, Youth, and Rapid Response Programs;
 - 2. Inform, assist, and make recommendations to the Executive Committee and the full MCWDB on developing and overseeing the delivery of career services through comprehensive Adult, Dislocated Worker, and Youth Programs and other WIOA programs, to review and make recommendations regarding youth initiatives, and to assist with the selection of eligible providers for these programs; and
 - 3. Report back to the full MCWDB on issues, as directed by the full MCWDB.

Section 5. Business Services Committee

- A. A Business Services Committee shall be established and composed of MCWDB members as recommended by the MCWDB Chair.
- B. Responsibilities of the Business Services Committee shall include:
 - 1. Develop and make recommendations for the Business Service Plan to the BOS in an effort to increase employer engagement in the activities of the MCWDB;

2. Submit the Business Services Plan along with the local workforce development and regional Strategic Plan to the State of California Workforce Development Board (CWDB);
3. Conduct Labor Market Intelligence (LMI) analysis;
4. Provide oversight of Rapid Response Program services;
5. Champion the Certified Work Ready Communities (CWRC) Initiative – WorkKeys; and
6. Report back to the full MCWDB on issues, as directed by the full MCWDB on a bi-annual basis.

Section 6. Other Committees

- A. The MCWDB Chair may from time to time establish other standing or ad hoc committees or workgroups to assist the MCWDB in carrying out its duties or current work, by appointing a MCWDB member as Chair of that ad hoc committee or workgroup.
- B. Workgroups may include individuals who are not appointed to the MCWDB so long as the individual has expertise in the topic/task of the workgroup.
- C. The MCWDB Chair and chair of the standing committee shall be responsible for appointing members of the respective committee, including MCWDB members and other interested stakeholders, as appropriate.

ARTICLE X. CONFLICT OF INTEREST, ETHICS & ECONOMIC INTERESTS

Section 1. Conflict of Interest

- A. Members of the MCWDB shall comply with applicable Conflict of Interest laws, including but not limited to, the Political Reform Act (Government Code, Section 81000, et seq.), the regulations of the Fair Political Practices Commission (2 Cal. Code of Regulations Section 181000, et seq.), California Government Code Section 1090, et seq., as well as the applicable Conflict of Interest Code approved by the BOS and any amendments thereto.
- B. A conflict of interest exists if it is reasonably foreseeable that the outcome of participating in a governmental decision will have a material impact on a MCWDB member's economic interest which is distinguishable from the public generally.
- C. Participation in a governmental decision includes voting on a matter (including recommendations), appointing a person, obligating or committing the MCWDB to a course of action, negotiating agreements, influencing a decision and otherwise exercising judgment in making a decision.
- D. Each member is responsible for determining whether any potential or actual conflict of interest exists or arises for him/herself during his/her tenure on the MCWDB and/or standing committee.
- E. Any member with a potential or actual conflict of interest shall comply with applicable law, including requirements for public disclosure and recusal.

Section 2. Ethics Training

Each member shall receive training in ethics in accordance with MCWDB written policies and guidelines and applicable Federal or State law and regulations.

Section 3. Economic Interest

The Political Reform Act (Gov. Code sections 81000 et seq.) requires MCWDB members and others associated with the MCWDB to file a Statement of Economic Interest (Form 700) annually, for the purpose of publicly disclosing personal assets and income within certain limits. MCWDB members and others associated with the MCWDB shall file Form 700 in accordance with the Political Reform Act and the applicable Conflict of Interest Code. MCWDB members and staff must disqualify themselves from participating in decisions which may affect their personal economic interest.

ARTICLE XI. AMENDMENTS

- A. Amendments to these bylaws may be made at any regularly scheduled meeting of the MCWDB, provided the amendment has been submitted in writing at the previous regular meeting or at least seven (7) days in advance of the meeting at which the amendments will be presented for action.
- B. Amendments require an affirmative vote of the majority of the membership present at a meeting where a quorum is present.
- C. Amendments to these bylaws shall be reviewed and approved by the Monterey County Counsel prior to the approval of the MCWDB.
- D. Amendments to these bylaws require approval of the BOS.

ARTICLE XII. SEVERABILITY

If any part of these bylaws is held to be null and/or void, the validity of the remaining portion of the bylaws shall not be affected.

ARTICLE XIII. ENACTMENT

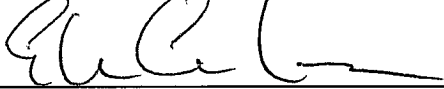
These bylaws shall become effective upon adoption by a majority vote of the MCWDB and approval of the BOS, and shall remain in effect until dissolution of the MCWDB.

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Monterey County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Erik Cushman

Name

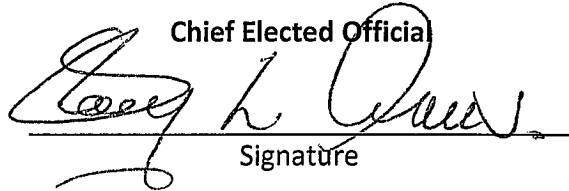
Chair, Monterey County Workforce
Development Board

Title

3/13/17

Date

Chief Elected Official



Signature

Mary Adams

Name

Chair, Monterey County Board of
Supervisors, District 5

Title

3-8-2017

Date

Appendix 7: List of Stakeholders Engaged in Regional and Local Planning Process

The following includes a list of various stakeholders who worked collaboratively to provide input to develop the Monterey County Workforce Development Board's (WDB) Local Plan and Regional Plan to include a common set of action oriented strategies to guide the activities of the local workforce system in alignment with the State Plan policy strategies. These stakeholders attended one or more strategic planning sessions, Coastal Regional Planning Unit (RPU) meetings/conference calls, Memorandum of Understanding (MOU) Phase I/II partner meetings, and or WDB retreat meetings across the region.

Name	Organization	Representation
Wendy Brickman	Brickman Marketing	Business
Bob Lanter	California Workforce Association	California Workforce Association
Megan Bailey	California Workforce Association	California Workforce Association
Diana Carrillo	Center for Employment Training	Migrant/Seasonal Programs (Section 167)
Rocio Rodriguez	Center for Employment Training, Salinas	Migrant/Seasonal Programs (Section 167)
Tom Gentle	Center for Employment Training, Soledad	Migrant/Seasonal Programs (Section 167)
Sandy Chamberlain	Central Coast VNA & Hospice	Business & Central Coast Regional SlingShot Healthcare Initiative
Caitlin Decker	Code for America	Non-profit organization
Lauren Miller	Community Action Partnership	Community Services Block Grant
Margarita Zarraga	Community Action Partnership	Community Services Block Grant
Nick Chiulos	County of Monterey Administrative Office	Assistant County Administrative Officer Chief Intergovernmental Affairs
Donna Hezel	Department of Rehabilitation	DOR, District Administrator
Mimi Laurent	Department of Rehabilitation	DOR, Team Manager
Elliott Robinson	Department of Social Services	TANF/CalWORKs
Connie Chan	Employment Development Department	EDD LA Coastal Deputy Division Chief, Reg. 1
Diane Patterson	Employment Development Department	EDD Labor Market Information Division
Donald Owens	Employment Development Department	EDD Unemployment Insurance Dept
Natasha Gillyard	Employment Development Department	EDD Unemployment Insurance Dept
Rick Deraiche	Employment Development Department	EDD Division Chief
Steven Gutierrez	Employment Development Department	EDD Labor Market Information Division
Yuko Duckworth	Employment Development Department	EDD Employment Program Manager
Kimberly Schnader	Excelligence Learning Corporation	Business
Brian Turlington	Folktale Winery	Business
Bill O'Brien	Goodwill Central Coast	Senior Community Service Employment Prog.
Richard Cheatham	Goodwill Central Coast	Senior Community Service Employment Prog.
Dr. Willard Lewallen	Hartnell College	Community College
Vivian Brennand	Housing Authority of the County of Monterey	Housing Authority
Jean Goebel	Housing Authority of the County of Monterey	Housing Authority
Paula Calvetti	Hyatt Regency Monterey	Business
Andy Hartmann	Int'l Brotherhood of Electrical Workers Local 234	Labor Organization
Noah Froio	Job Corps (for Clearnise Bullard)	Job Corps
Alan Crawford	Monterey Adult School	Adult Education
Dr. Araceli Tom	Monterey Adult School	Adult Education
Dan Cutler	Monterey Adult School	Adult Education
Cesar Lara	Monterey Bay Central Labor Council	Labor Organization
Mary Adams	Monterey County Board of Supervisor, 5th District	Monterey County Board of Supervisors / Chief Elected Official (CEO)
Yuri Anderson	Monterey County Board of Supervisor, 5th District, Board Aide	Monterey County Board of Supervisors / Chief Elected Official (CEO)
David Spaur	Monterey County Economic Development Department	Economic Development Director, WIOA Title I Programs (Adult, Dislocated Worker, Youth)
Sangeeta Durrall	Monterey County Economic Development Department	Economic Development Director, WIOA Title I Programs (Adult, Dislocated Worker, Youth)
Joyce Aldrich	Monterey County WDB	WDB Agency Executive Director
Marleen Bush	Monterey County WDB	WDB Management Analyst
Reva Bear	Monterey County WDB	WDB Consultant
Flor Galvan	Monterey County WDB	WDB Secretary
Korey Woo	Monterey County WDB	WDB Business Services Team
Laura Kershner	Monterey County WDB	WDB Business Services Team
Erik Cushman	Monterey County Weekly	Business

Dr. Walter Tribley	Monterey Peninsula College	Community College
Salvador Munoz	Munoz and Associates	Business
Maria A. Reyes	National Association for Hispanic Elderly (NAHE)	Senior Community Service Employment Program (SCSEP)
Nancy Ralston	National Association for Hispanic Elderly (NAHE)	Senior Community Service Employment Program (SCSEP)
Barbara Martinez	Pacific Grove Adult School	Adult Education
Steve McArthur	Plumbers and Steamfitters Local 62	Labor Organization
Susan Marscellas	Regional Healthcare Coordinator	Central Coast Regional SlingShot Healthcare Initiative
Carvette McCalib	Salinas Adult School	Adult Education
Sharon Albert	Salinas Adult School	Adult Education
Tammy Aguilera	San Luis Obispo County WDB	Coastal Regional Planning Unit (RPU) Partner
Ray McDonald	Santa Barbara County WDB	Coastal Regional Planning Unit (RPU) Partner
Andy Stone	Santa Cruz County WDB	Coastal Regional Planning Unit (RPU) Partner
Jay Donato	SEIU Local 521	Labor Organization
Cresencio Diaz	Teamsters Union Local 890	Labor Organization
Mary Ann Leffel	Veritas Associates LLC	Business
Sherry Farson	Wells Fargo Commercial Banking Office	Business
Chris Donnelly	Work2Future	Director

Stakeholder Meetings:

The stakeholders listed above were able to attend one or more strategic planning sessions, Coastal Regional Planning Unit (RPU) meetings/conference calls, Memorandum of Understanding (MOU) partner meetings, and or WDB meetings, during the 30-day public comment period (January 18, 2017 to February 16, 2017), held on the following:

WDB Executive Committee public meeting – January 18, 2017, 8am-10am
 Memorandum of Understanding (MOU) Phase II Partner meeting – January 26, 2017, 1-3pm
 WDB Full Board public meeting – February 1, 2017, 8am-10am
 Community Outreach meeting – February 9, 2017, 10:00am-Noon
 Community Outreach meeting – February 9, 2017, 6-8pm

Attached are copies of the meeting agendas.

Other Collaborative Partners:

The Monterey County WDB also collaborates with a partnership of multi-disciplinary county and community-based agencies working together through the Silver Star Gang Prevention and Intervention (SSGPI) program to provide services to high concentration areas of at-risk youth to increase their opportunities for academic achievement, employment skills attainment and improvement of overall health and welfare. Together, these agencies have made a collaborative commitment to serve at-risk youth in our community by offering a service model consisting of proven strategies to mobilize the community, provide community outreach, access to academic, educational and social opportunities as well as team problem solving to high concentrations of at-risk and gang-involved youth

The following is a brief description of each of the collaborative agencies in the local area and the program services they provide:

- Children's Behavioral Health provides counseling for youth with mental health and substance abuse needs.
- District Attorney's Office (Truancy Abatement Program) provides prevention and intervention services for youth who need intensive intervention for habitual truancy.
- Monterey County Office of Education (MCOE) identifies youth who have not earned sufficient credits in the regular school system, to acquire the necessary credits to graduate from high school.
- Monterey County Probation Department provides truancy, gang prevention and intervention services for youth. MCWDB collaborates with the Monterey County Probation Department (lead agency) for the implementation of the AB 109 Public Safety Realignment Act special project, in partnership with the Department of Social Services and Office for Employment Training to provide ongoing personal, educational

and career counseling, assessment of workforce skills and abilities, and to develop service strategies that encompass appropriate training, and placement in subsidized employment opportunities to ex-offenders.

- Partners for Peace provides a Strengthening Families program, that is specifically designed to assist families who are experiencing conflict, tension and anger with youth.
- Community Human Services Drug and Alcohol Intervention Services for Youth (DAISY) program provide drug and alcohol intervention services for youths.
- Rancho Cielo Youth Program provides educational opportunities to students who could not achieve their academic goals in a traditional school setting. They also provide support services, vocational training and job placement services in conjunction with extensive grounds to provide rich opportunities for recreation and outdoor activities for youth.
- Turning Point provides occupational skills training, leadership development, mentoring, guidance and counseling and supportive services to WIOA eligible youth (16 to 24) who face multiple barriers to employment, and are low-income. Youth are also enrolled in tutoring and alternative secondary school activities. WIOA eligible youth also receive paid and unpaid work experience opportunities.
- In 2009, leaders in Monterey County approached the federal government to establish the Joint Gang Task Force. The county departments of Behavioral Health, Social 7 Educations Services and Probation put together an initial annual budget to create a system for at-risk youth offering wrap-around services and a multi-disciplinary case management team. Youth support services are provided through contracts with county agencies (WIOA), and nonprofits, such as substance abuse counseling, strengthening families, restorative justice, gang intervention, etc. Over the years, funding has not remained consistent, resulting in fluctuation of services available. Nonetheless, the core partner agencies remain committed to the program. Currently, Probation and Social Services provides funding to keep the Silver Star doors open and staff time to coordinate programs and grant management. The Silver Star program offers prevention services for youth and their families through this program. The program's mission is to utilize a multi-agency collaborative of prevention and early intervention services to prevent and reduce gang association, membership and activities among youth, with the employment services offering job preparation and job placement, youth corps work experience, and gang outreach and gang intervention.
- Building on the Silver Star program is the Community Alliance for Safety and Peace (CASP) which is a continuation of strategies to reduce youth violence in Salinas and has included an objective to increase participation in job skills training to prepare youth for living wage employment. CASP is a multidisciplinary membership, with members from all around our community coming together to work toward positive social and economic conditions for those youth and young adults impacted by a life of gang violence.
- In partnership with Rancho Cielo, Office for Employment Training and Turning Point, the WDBs of Monterey and Santa Barbara counties were funded through the AB 2060 Supervised Populations Workforce Training grant to serve supervised ex-offender populations to provide ACT WorkKeys® assessments and basic skills remediation when necessary and training in growth sectors such as culinary arts, which speaks to labor market demand for talent in the hospitality/tourism sector. Training is also provided in the construction trades.



**Executive Committee
Members:**

Erik Cushman, Chair

Paula Calvetti

Cesar Lara

Mary Ann Leffel

Dr. Willard Lewallen

**Monterey County
Workforce Development
Board (WDB)**

168 W. Alisal Street, 3rd Fl
Salinas, CA 93901
(831) 796-6434
www.montereycountywdb.org

MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD (WDB)

EXECUTIVE COMMITTEE

MBEST, 3180 Imjin Road, Conference Room B, Marina, CA

Wednesday, January 18, 2017, 8:00 am

AGENDA

CALL TO ORDER/INTRODUCTIONS:		Erik Cushman, <i>Chair</i>
CHANGES TO AGENDA:		
PUBLIC COMMENT / ANNOUNCEMENTS:		
CONSENT CALENDAR:		Erik Cushman
1. ACTION: Approve minutes from November 16, 2016 meeting.		Erik Cushman
DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:		Erik Cushman
1. ACTION: Consider and approve the appointment of Supervisor Mary Adams, representing WIOA Title I Programs, to the WDB for a three-year term to be forwarded to the Workforce Development Board for concurrence and then to the Board of Supervisors for final approval.		Erik Cushman
2. ACTION: Receive and accept Program Year 2016-17 report update on Workforce Innovation and Opportunity Act (WIOA) programs and special grants and projects for the 2 nd quarter period ending December 31, 2016.		Marleen Bush
3. ACTION: Review and accept update on the Local Workforce Development Area budget for Fiscal Year (FY) 2016-17.		Ruben Trujillo
4. ACTION: Review and approve release of draft Local Plan 2017-2020 for a 30-day public comment period, starting on January 18, 2017, at noon.		Marleen Bush
5. ACTION: Review and approve release of draft Regional Plan 2017-2020 for a 30-day public comment period, starting on January 18, 2017, at noon.		Reva Bear
6. Review the High-Performing Local Board Award from the State of California Workforce Development Board in the amount of \$54,838 and discuss utilization of funds.		Chris Donnelly
7. Present outcomes from WDB Retreat for next steps discussion by Executive Committee.		Erik Cushman
8. Review the WDB membership composition and discuss recruitment of members.		Erik Cushman
9. Review and discuss the DRAFT WDB agenda in preparation for the February 1, 2017 meeting.		Erik Cushman
SUBCOMMITTEE MEETINGS: Business: 2/14/2017, MBEST Executive: 2/15/2017, MBEST Oversight: 3/9/2017, MBEST	WDB MEETING: 2/01/17, Goodwill Central Coast (Marina)	Erik Cushman
ADJOURNMENT:		Erik Cushman
Documents related to agenda items that are distributed to the WDB less than 72 hours prior to the meeting shall be available for public inspection at 168 W. Alisal Street, 3rd Floor, Salinas, CA or visit our website at www.montereycountywdb.org . Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831)796-6434.		



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Fax (831) 796-3321
www.montereycountywdb.org

**Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU) Phase II
Partner Meeting**

**Thursday, January 26, 2017
1:00 - 3:00pm**

Salinas Adult School, 20 Sherwood Place, in Salinas
Conference Room S-1 to the right of the Welcome Center

*Attendees that wish to join the meeting via conference call,
may dial in using the following number and participant code:*

Teleconference Dial-In: (888) 363-4734 (toll free) and Participant code: 2180868

AGENDA

- | | |
|--|---------------|
| 1. Welcome and Introductions | All |
| 2. Why are we here? (WIOA) | Chris |
| 3. Review MOU Phase II requirements, timeline and draft template | Chris/Marleen |
| 4. What are the partner commitments for the delivery of applicable WIOA career services? | Chris/Marleen |
| 5. Overview of Regional and Local Plans 2017-2020, released for a 30-day public comment period, starting Jan 18, 2017. | Reva/Marleen |
| 6. What are the next steps? | All |
| 7. Who isn't at the table and should be? | All |
| 8. Next Meeting: _____ 2017 | |



MONTEREY COUNTY WORKFORCE DEVELOPMENT BOARD (WDB)

Monterey County Workforce Development Board (WDB)

Goodwill Central Coast "Monterey Bay Event & Training Center"
249 10th Street, Building C, Marina CA 93933

Wednesday, February 1, 2017; 8:00 a.m.

WDB Members:

Erik Cushman,
WDB & Executive Chair

Mary Ann Leffel,
WDB 1st Vice Chair

Paula Calvetti,
WDB 2nd Vice Chair

Al Davis
Andy Hartmann
Brian Turlington
Cesar Lara
Crescencio Diaz
Harbhajan "Harvey" Dadwal
Jay Donato
Kimberly Schnader
Larry Silva
Mimi Laurent
Salvador Muñoz
Sandy Chamberlain
Sherry Farson
Steve MacArthur
Dr. Walter Tribbley
Wendy Brickman
Dr. Willard Clark Lewallen
Yuko Duckworth

AGENDA

CALL TO ORDER/INTRODUCTIONS:	Erik Cushman, <i>Chair</i>
CHANGES TO AGENDA:	
PUBLIC COMMENT/TESTIMONIAL: <i>(Limited to 3 minutes)</i>	
CONSENT CALENDAR:	Erik Cushman
1. ACTION: Approve minutes from December 7, 2016.	
2. ACTION: Concur with the January 18, 2017 Executive Committee's recommendation to approve the appointment of Supervisor Mary Adams, representing Workforce Innovation and Opportunity Act (WIOA) Title I Programs, to the WDB for a three-year term to be forwarded to the Board of Supervisors for final approval.	
3. ACTION: Concur with the January 18, 2017 Executive Committee's recommendation to receive and accept Program Year 2016-17 report update on (WIOA) programs and special grants and projects for the 2 nd quarter period ending December 31, 2016.	
DISCUSSION OR REVIEW OF BUSINESS CALENDAR ACTION ITEMS:	Erik Cushman
1. ACTION: Approve the re-appointments of Harbhajan Dadwal and Sherry Farson, both representing Business, to the WDB for a three-year term to be forwarded to the Board of Supervisors for final approval.	
2. ACTION: Approve the application for the Monterey County WDB/Administrative Entity to be the provider for the WIOA Title I Adult and Dislocated Worker Career Services and forward to the Board of Supervisors for final approval.	Chris Donnelly
3. PRESENTATION: Regional and Local Plans 2017-2020.	Reva Bear Marleen Bush
4. PRESENTATION: SlingShot Regional Healthcare Project.	Susan Marscellas
5. Review the Final Program Year 2015-16 Workforce Investment Act (WIA) Title I Performance Results.	Marleen Bush
6. Present outcomes from WDB Retreat for next steps discussion by the full WDB.	Erik Cushman
7. Director's Report	Chris Donnelly
ANNOUNCEMENTS:	Erik Cushman
SUBCOMMITTEE MEETINGS: Business Services: 2/14/2017, MBEST Executive: 2/21/2017, MBEST Oversight: 3/9/17, MBEST	WDB MEETING: 4/5/2017, Marina Library
ADJOURNMENT:	Erik Cushman
Documents related to agenda items that are distributed to the WDB less than 72 hours prior to the meeting shall be available for public inspection at 168 W. Alisal Street, 3rd Floor, Salinas, CA or visit our website at www.montereycountywdb.org . Documents distributed to the WDB at the meeting by County staff will be available at the meeting; documents distributed to the WDB by members of the public shall be made available after the meeting. ALTERNATE AGENDA FORMATS: If requested, the agenda shall be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 USC Sec. 12132), and the federal rules and regulations adopted in implementation thereof. Individuals with a disability requiring a modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may make these requests to the Secretary to the WDB at (831)796-6434.	

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of CaliforniaSM

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**Central Regional Planning Unit (RPU)
Monterey County Workforce Development Board**

**Regional & Local Plans – Program Years 2017-2020
Outreach Meeting**

Thursday, February 9, 2017

10am to Noon

MBEST, 3180 Imjin Road, Conference Room B, Marina, CA

AGENDA

- | | |
|---|--------------|
| 1. Welcome and Introductions | All |
| 2. Overview of Regional and Local Plans 2017-2020
released for a 30-day public comment period, starting
on January 18, 2017 | Reva/Marleen |
| 3. Questions and Answers | All |



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**Central Regional Planning Unit (RPU)
Monterey County Workforce Development Board**

**Regional & Local Plans – Program Years 2017-2020
Outreach Meeting**

Thursday, February 9, 2017

6pm to 8pm

Salinas Adult School, 20 Sherwood Place, Salinas, CA

AGENDA

- | | |
|---|--------------|
| 1. Welcome and Introductions | All |
| 2. Overview of Regional and Local Plans 2017-2020
released for a 30-day public comment period, starting
on January 18, 2017 | Reva/Marleen |
| 3. Questions and Answers | All |

Appendix 8: Key Strategic Goals, Strategies and Actions

Together, the Monterey County Workforce Development Board (MCWDB) and various key stakeholders worked collaboratively to develop a common set of action oriented strategies that emerged from the 2016 MCWDB retreat and strategic planning sessions, workgroups, MOU partner meetings and meetings with stakeholders across the region as well as through labor market data analysis. The input received was compiled into a well-specified “blueprint” for attaining the goals with anticipated timelines, and action steps of those involved who will take action to meet the goals.

The following is MCWDB’s “blueprint” of key strategic Local Plan goals, objectives and action oriented strategies intended to guide the activities of the workforce system in alignment with the State Plans policy objectives, including: fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating, and integrating programs and services, as well as the seven State Plan policies for Program Years 2017-2020:

GOAL #1 – Employer Engagement	
OBJECTIVE: Increase engagement with employers to meet the workforce needs of priority sectors of the local and regional economies	Status / Action Steps:
▪ Strategy 1 – Requested Action: MCWDB will revamp employer engagement efforts to align job seeker services with industry needs, with increased focus on small employers and priority industry sectors	Actions completed:
▪ Strategy 2 – Requested Action: MCWDB will pilot common measures for all partners to use to track employer services and employer engagement activities	Actions completed:
▪ Strategy 3 – Requested Action: MCWDB partners will build on existing employer engagement efforts, such as the Slingshot Initiative, and LMI data systems to strengthen what works and avoid duplication of employer engagement efforts across the region	Actions completed:
▪ Strategy 4 – Requested Action: MCWDB will develop a plan to increase its focus on earn-and-learn models of training, such as work experience, internships, customized training, incumbent worker training, and apprenticeships	Actions completed:
GOAL #2 – Aligning Career Pathways and Sector Strategies	
OBJECTIVE: Increase the number of individuals who obtain a marketable and industry-recognized credential or degree, through the development of career pathways that align to regional sector strategies that create multiple entry and exit points for job seekers and align programs with in-demand industries and occupations	Status / Action Steps:
▪ Strategy 1 – Requested Action: MCWDB and its Business Services Team will focus on convening employers in the priority industry sectors to better understand their needs	Actions completed:
▪ Strategy 2 – Requested Action: MCWDB will work with community colleges and other training providers to develop and define a strategy for aligning training and education curricula with industry-valued credentials in each target sector, which will be stackable for job seekers and provide on-ramps to sector pathways	Actions completed:
▪ Strategy 3 – Requested Action: AJCCs will coordinate with youth service providers to increase service for out-of-school, disconnected youth and develop new work experience opportunities in the priority sectors that represent on-ramps into regional career pathways	Actions completed:
▪ Strategy 4 – Requested Action: CWDB will develop and test measures for our AJCCs to track progress in reaching the goal of self-sufficiency for youth and adults, such as the number of job placements at livable wages, retention rates, credential and skill attainment, and customer satisfaction surveys of job quality	Actions completed:

GOAL #3 – System Alignment and Accountability	
OBJECTIVE: Support system alignment, service integration and continuous improvement, including identifying ways to reduce duplication in service delivery and in fiscal operations by enhancing partner presence at the AJCCs and developing common customer flow protocols (intake, assessment, referral) to align the system with human-centered design principles	Status / Action Steps:
<ul style="list-style-type: none"> ▪ Strategy 1 – Requested Action: The AJCCs partners will continue to build a stronger partnership to better serve hard-to-serve target populations in the area, especially those who are basic skills deficient and limited English populations through ongoing discussions of co-location, streamlined intake and assessment, and resource sharing. 	Actions completed:
<ul style="list-style-type: none"> ▪ Strategy 2 – Requested Action: MCWDB will work collaboratively with its Coast RPU partners to identify possible methods to minimize costs related to procurement, staff training, data systems, and evaluation tools through cost sharing 	Actions completed:
<ul style="list-style-type: none"> ▪ Strategy 3 – Requested Action: MCWDB will collaborate with its partners to ensure cross-training is offered to AJCC partner agencies, increasing staff awareness of how to serve customers with special emphasis on unemployed, underemployed, low skilled, low-income, veterans, individuals with disabilities, youth and other at-risk populations 	Actions completed:

Under this Local Plan, the State Plan's seven policy strategies will be carried out at both the regional and local level. The roles and functions of the local MCWDB and its core program partners, in carrying out the seven policy strategies of the State Plan are listed below, and outlined on pages 7 – 9, of the Local Plan:

POLICY STRATEGY #1 – Sector strategies – aligning workforce and education programs with sector needs.
POLICY STRATEGY #2 – Career pathways – enabling progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development increases the likelihood of success in the labor market; these pathways should be flexibly designed and include, where necessary, remedial programming, so as to allow those with basic skills deficiencies an ability to participate
POLICY STRATEGY #3 – Regional partnerships – building partnerships between industry leaders, workforce professionals, education and training providers, and economic development leaders to support regional economic growth
POLICY STRATEGY #4 – “Earn and Learn” – using training and education practices that combine applied learning opportunities with compensation; the success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor management apprenticeship and pre-apprenticeship programs
POLICY STRATEGY #5 – Supportive services – providing ancillary services like childcare, transportation, and counseling to facilitate program completion
POLICY STRATEGY #6 – Integrated service delivery – braiding resources and services to meet client needs
POLICY STRATEGY #7 – Creating cross-system data capacity – including diagnostic labor market data to assess where to invest, and performance data to assess the value of investments

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	<p>Comment:</p> <p>1. No public comments that disagree with the Local Plan were received during the 30-day public comment period.</p> <p>The Monterey County Workforce Development Board (WDB) released a draft version of its Local Plan for Program Years 2017-20 for public comment. The Local Plan was released for input, comments and/or questions for a 30-day period from January 18, 2017 to February 16, 2017.</p> <p>During the 30-day comment period, WDB staff coordinated stakeholder and public meetings to ensure that all workforce partners and the public are well engaged, and are given the opportunity to review the Local Plan and provide input for inclusion into the plan.</p> <p>These meetings were held on:</p> <ul style="list-style-type: none">▪ WDB Executive Committee public meeting – January 18, 2017, 8am-10am▪ Memorandum of Understanding (MOU) Phase II Partner meeting – January 26, 2017, 1-3pm▪ WDB Full Board public meeting – February 1, 2017, 8am-10am▪ Community Outreach meeting – February 9, 2017, 10:00am-Noon▪ Community Outreach meeting – February 9, 2017, 6-8pm
	<p>Local Board Response:</p> <p>n/a</p>