



America's **JobCenter**
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)

Date of Submission: March 15, 2017

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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.insightccd.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 CaWORKs, 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:

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