

Kings County California

Workforce Development Area Local Plan

2017-2020

BACKGROUND/INTRODUCTION

On July 22, 2014, Public Law 113-128, the Workforce Innovation and Opportunity Act (WIOA) was signed into law, representing the first major change in federal workforce policy since 1998. One of the hallmarks of this legislation is coordinating and targeting services to the most-in-need job seekers among multiple agencies. Some of WIOA's goals will take multiple years and funding cycles to accomplish, while others will happen more immediately. The important element is that WIOA is the first major effort, accompanied by federal law, to drive coordination among agencies that had previously cooperated, but didn't coordinate to the extent now required. Hurdles such as differing performance accountability measures, diverse definitions and varying targeted customers among agencies proved to be significant hurdles to full coordination. The new WIOA addresses many of those discrepancies, and sets the groundwork for coordination at the federal level. The State of California, through the Governor's Workforce Development Board and the authority of the state's various agencies further sets the example of cooperation through formal agreements among state-level programs and Departments.

Cooperation and coordination has been further facilitated, as WIOA requires geographic regions with similar labor markets and other similarities to plan for the workforce preparation needs with a much larger vision than ever before. In our case, Kings County is part of the ten-county Central San Joaquin Valley Regional Planning Unit (RPU), which stretches from San Joaquin County to the North, to Kern County to the South, and crosses over the mountains to pick up Inyo and Mono Counties, which are part of a consortium managed by Kern County. Other major regional partners in workforce development, such as Community College Districts, County Welfare Departments, Economic Development Corporations, the Employment Development Department, the Department of Rehabilitation and other major contributors also organize in regional structures. The closer coordination and involvement of these regional organizations makes coordination among multiple agencies in multiple counties easier and more intuitive than ever before.

This document presents the Local WIOA Plan for the 2017-2020 planning horizon for Kings County. The backdrop is a Regional Plan that supports the workforce needs of identified and targeted industry clusters with high demand and high wages. The 10 county Regional Planning Unit (RPU) Plan identifies the region's targeted industries and broad aspirational goals to integrate services and resources regionally in support of those industries. Local Plans identify how we will support current and future workforce needs of our growing industry clusters and serve the job seekers in accordance with their individual workforce preparation needs. Customers will access comprehensive training and supportive services through partners organized to respond to all job seekers through the America's Job Center of California (AJCC) system and other points of access. The WIOA, at Section 106, makes clear that the Local Plans (for each of the eight Workforce Development Areas in our case) are part of the Regional Plan, further solidifying the coordination of regional resources to address regional workforce development needs.

Of particular focus in WIOA are those groups that have historically not participated in the workplace in parity with their representation in the labor force. A sampling of the groups with historic barriers to employment includes:

- Individuals with disabilities
- Low-income individuals

- Ethnic minorities and groups with limited English proficiency with low saturation into the labor market
- Recipients of public assistance
- Ex-offenders, the aged and homeless individuals
- Displaced homemakers
- Long-term unemployed individuals.

Job seekers and employers will benefit from the coordination of many points of service, accessed through the AJCC’s as well as other contributing partner agencies. Incumbent workers will benefit from this robust design, by upskilling themselves to compete for the middle-skilled jobs; while those entering or re-entering the workplace will benefit from the vacancies created by the upward mobility of the incumbent workforce in demand industries and occupations.

A primary focus of WIOA is to identify ‘Regional Sector Pathways’ to industries and occupations with mid to high wages and benefits with significant presence in the RPU. Pathways have been and will continue to be developed to prepare job seekers to successfully compete for employment in targeted industries. The industry sectors targeted for the Central San Joaquin Valley Regional Planning Unit (RPU) are:

- Agriculture (particularly, Value-Added Agriculture)
- Construction (including Public Infrastructure)
- Healthcare
- Transportation and Logistics
- Advanced Manufacturing
- Energy (including Green Energy)
- Water Technology

These targeted industries were identified by representative groups of employers, education, economic development, organized labor, Community-Based Organizations (especially those serving groups underrepresented in the workforce), current workers, job seekers and other groups. A full description of the basis for selecting these occupations, and a sampling of the studies used to identify these targeted industries is contained in the Central San Joaquin Valley Regional Plan. This Regional Plan also addresses the ‘Regional Coordination’ required in WIOA Section 106(c).

PUBLIC COMMENT AND PLAN SUBMISSION DATE

In accordance with the WIOA, Section 108(d), the Kings County Workforce Development Board will make the Local Plan available to the public at the comprehensive America’s Job Center of California (AJCC) site at 124 N. Irwin Street, Hanford, CA 93230, and will seek public comment during a 30-day review period, beginning on January 24, 2017. Any comments received will be included with the submission of the Local Plan. Comments that represent disagreement with the draft Local Plan will be addressed in the final submission to the Plan. The Local Plan will be submitted to the State of California Workforce Development Board (State Board) not later than March 15, 2017.

FEDERAL REQUIREMENTS

Federal statute and regulations require that local plans provide information in thirteen general areas which include the following:

1. Analytical background concerning the regional economy, labor market needs, and the workforce and education system operating in the region (addressed in detail in the Central San Joaquin Valley Regional Plan).
2. Vision, goals, and strategy of the Local Workforce Development Board and its partners.

3. Alignment with State Plan policy strategies.
4. Services and service delivery strategies.
5. America's Job Center of California (AJCC).
6. Programs, populations, and partners.
7. Grants and grant administration.
8. Performance goals.
9. High Performance Board efforts.
10. Training activities.
11. Public transparency, accessibility, and inclusivity.
12. Efforts to implement common intake and case management.
13. Other miscellaneous information, as required.

Detailed responses to these federal Local Plan requirements are set forth in the sections that follow. The Local Workforce Development Plan for Kings County should be considered in conjunction with the 2017-2020 San Joaquin Valley and Associated Counties Regional Workforce Development Plan. For a list of acronyms used throughout this Plan, see Attachment H.

SECTION 3 OF THE SAN JOAQUIN VALLEY AND ASSOCIATED COUNTIES REGIONAL WORKFORCE DEVELOPMENT PLAN

KINGS COUNTY LOCAL PLAN 2017-2020

The San Joaquin Valley and Associated Counties Regional Workforce Development Plan, of which this Kings County Local Plan is a component part, thoroughly addresses the geographical makeup, demographics, regional economy, labor market needs and the workforce and education system operating within this ten-county and eight Workforce Development Area (Region). The referenced Regional Plan will be submitted to the state, and is available for review and comment through the Kings County Job Training Office and America's Job Center of California (AJCC) concurrently with the Local Area Plan.

A. Vision, goals, and strategy of the Local Board and its partners, including:

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

The vision of the Kings County Workforce Development Board (WDB) is to serve as a convener of partner agencies to define and to secure the resources required to create a comprehensive service delivery system. This system shall be universal enough to address industry-level regional economic growth, yet nimble enough to assist individual disadvantaged youth, individuals with barriers to employment, incumbent workers and others aspiring to enter the workplace or to increase their workplace skills and value. This workforce preparation system will be data-driven and responsive to the needs of local and regional targeted industry employers, as customers, equal in importance to aspiring, current and future workers.

Kings County's strategic vision will be accomplished by aligning with the regional and state workforce development plans. All three Plans have as guiding principles: 1) Fostering demand-driven skills attainment; 2) Enabling upward mobility for all Californians; and 3) Aligning, coordinating, and integrating programs and services.

Targeted industry needs, validated through employer involvement, shall drive regional sector pathways, with onramps for workers and aspiring workers. Supportive services will be identified to address barriers to employment such as limited English proficiency, limited exposure to work, insufficient skills development, credentialing and other employer-valued skills. The cross-training of partner staff, joint case management and shared vision to prepare a workforce necessary to compete in the global economy will help sustain the focus on attaining the articulated vision. The ultimate measure of success and in determining *performance accountability* will be surpassing local and regional performance targets defined in WIOA and negotiated with the California Workforce Development Board on behalf of the Governor.

i. The Local Board's goals and strategies include:

1. Continue strengthening working relationships with the local educational partners, including College of the Sequoias, West Hills Community College, California State University, Fresno, private schools and colleges, local school districts, and the County Office of Education to support the development of workforce-related activities, career pathways, and "Road Maps" to facilitate local residents' entry into identified targeted industry sectors. Meetings will be convened with this group in advance of meetings with employers, to be fully versed on existing resources, by industry sector.
2. Working in partnership with local and regional Industry Sector champions and strategic partners such as economic development, education and others, workplace needs - ranging from immediate to futuristic - will be identified. These needs will direct the exposure, tooling and retooling of worker skills in response to demand-driven skills requirements. Current business retention visits by economic development professionals, job developers, career technical education deans and instructors, as well as advisory council input will be dovetailed with industry expert forums designed to focus on industry needs, and on which partner(s) can deliver best and most responsive solutions. This will be a new approach, requiring partners to check ego (but not necessarily resources) at the door. This effort will admittedly take a great deal of coordination, patience and finesse to establish; yet has performance possibilities worth the investment. Partners will be convened by WDB staff to prioritize targeted industry sectors to address, and presumably begin with one industry or one subsector. Ultimately, if this approach is embraced, it would be rolled out to the sub-regional or regional level. The Kings County WDB will convene a gathering of critical public and private partners in mid 2017 to determine whether traction can be achieved with this strategy.
3. Through continued involvement in and review of local and regional studies, the WDB will work with RPU Workforce Boards, regional economic development and educational partners to determine the skill gaps, gaps in training activities, and the critical demand for target industry labor, now and in the future. This is anticipated to be a project encompassing much, if not all of the RPU.
4. The WDB will convene strategic partners in education, organized labor, the Kings County Human Services Agency, employers and others to identify current credential programs supported by employers in targeted industries and to recommend modifications to existing programs to increase their value to employers and workers. Credentials that increase the skills sets of potential job candidates and support growth in target industries in other areas will be recommended for review and consideration by regional educational providers.
5. Working in partnership with our local industries and partners in education, the WDB will help develop earn and learn activities to combine with career technical education, facilitating the development of a skilled labor force. This is an activity that is expected to be coordinated with the current career pathways work occurring at High School Districts throughout Kings and Tulare Counties.
6. Working with the regional California Central Valley Economic Development Corporation (CCVEDC), the WDB will provide insight from local and regional employer focus groups regarding policy and legislative changes need to encourage growth in targeted industry sectors. This information will be accomplished through educational efforts, with an assurance it will not cross over into lobbying activity.
7. Working with strategic partners, the WDB will maintain an ongoing communication with the targeted industries, monitor their growth and success, and address their needs for services through the system of local and regional partners.

8. The WDB will continue to be an engaged regional partner, working in partnership with the Central California Workforce Collaborative (CCWC), the California Partnership for the San Joaquin Valley, the California Central Valley Economic Development Corporation (CCVEDC) and other regional and sub regional groups to facilitate the development of a Regional Local Workforce Development System responsive to the local and regional targeted industries. The WDB will work with its Regional Partners to secure competitive grant funding to further support Local and Regional Economic and Workforce Development. As a combined Workforce Development and Economic Development organization, the Kings County Job Training Office is uniquely positioned to cross-pollinate workforce and economic development issues locally and regionally, and will continue to maximize that leverage on behalf of the region.

As stated in the introduction, the seven (7) targeted industry sectors and clusters for the Region and the Local Area are:

1. Agriculture (particularly, Value-Added Agriculture)
2. Construction (including Public Infrastructure)
3. Healthcare
4. Transportation and Logistics
5. Advanced Manufacturing
6. Energy (including Green Energy)
7. Water Technology

These seven priority sectors were identified and subsequently validated through multiple studies throughout the region, as detailed in the Regional Plan.

A regional labor market study/analysis managed through the Office of Community and Economic Development at Fresno State, as Secretariat to the California Partnership for the San Joaquin Valley (Partnership) identified the above industry sectors as those with high wages and high demand in 2006. This work was followed by additional Partnership studies in 2013 and 2016, resulting in a massive effort to engage public, private and non-profit organizations throughout the Valley to identify industries which should be targeted for growth and attraction. With the exception of adding the Construction and Water Technology sectors in the 2013 study, the work of hundreds of Valley leaders identified the same industry clusters to target in the Partnership report released in 2006.

As a result of the initial study, Economic Development Corporation(s), Workforce Development Boards, regional Community College organizations, higher education and industry groups accepted this list as the definitive umbrella of industries targeted for attraction and retention; as well as the targets for workforce preparation investment. Likewise, The Kings County Workforce and Economic Development Corporation Boards have consistently accepted the regional industry targets as the targets for our County. By focusing resources and training investments on these regional growth industry sectors and clusters, Local Boards and other regional partners have aligned their efforts. Today, partners are aligned with the Governor's vision to meet the workforce needs of high demand industry sectors of the regional and local economies by focusing workforce preparation activities around the updated seven industries targeted for growth and opportunity in the Valley.

Studies focused on Kings County supported growth trends in Healthcare, Manufacturing (especially food processing) and Transportation and Logistics. In addition, the Public Administration and Educational Services sector projects significant growth, accompanied with high wages and benefits. These studies include the 2013 and 2016 ADE works, the EDD LMID Regional Economic Analysis Profile

and Econovue data. This published data is supplemented by experiential data gathered from hundreds of business visits by job developers and business retention specialists from the WDB and the Kings County Economic Development Corporation (Kings EDC).

The Employment Development Department's Labor Market Information Division (LMID) released a Regional Economic Analysis Profile of the San Joaquin Valley region, identifying our top 10 demand occupations.¹ The report identifies occupations in Agriculture, Food and Beverage processing, and Healthcare as providing the most job openings. Currently, training offered to job seekers must be in the targeted industry sectors for the region, which includes the LMID study. This provides individuals with a high likelihood of success, while simultaneously addressing the needs of local business.

With WIOA funding, the Local Board will continue to make employment and training services and resources available to those seeking a career in the targeted industry sectors. Through the local America's Job Center of California (AJCC), the Local Board will facilitate the outreach, intake and enrollment of customers from priority target groups, including the most difficult to serve members of the local population. This will include the development of a comprehensive referral process with partner agencies in the community that traditionally serve these target groups, as identified in the local One-Stop Memorandum of Understanding (MOU).

2) Strategy to work with partners that carry out core programs - and other required partners - to align resources available to the local area and to achieve the strategic vision of the local plan.

A Memorandum of Understanding (MOU) has been developed among entities that carry out the core programs, and other required partners, to identify the resources, services and programs available through each of these partner agencies to serve the groups targeted for services in the Local Plan. Our Local Area MOU sets forth procedures and plans to further develop common protocols for the referral of customers between the AJCC partner agencies. Another important component of the MOU is the agreement to develop and implement staff cross-training to ensure comprehensive knowledge regarding services available to support groups targeted for services, as well as all customers of the broader community.

The WDB will coordinate with Champions Recovery Center, Inc. to complete an *asset map* of services available to Kings County residents, particularly those with the greatest barriers to employment. If necessary, the WDB, the Kings County Human Services Agency and the Kings Community Action Organization will supplement this data with information on services and program activities which directly support AJCC customers and other job seekers with significant barriers to employment. Many of the core organizations serving the hard to serve population seeking employment and training hold seats on the Kings County Workforce Development Board. Other formalized settings to address community needs are the Kings Partnership for Prevention, the Community Coordinating Council, other groups formed around delivering services funded through a specific grant and various other advisory councils. For the most part, the organizations identified as having a significant role in workforce development are parties to the Local Area MOU. These Partners form the core group to ensure the strategic vision of the Local Plan will be accomplished. The extended reach and influence of these core partners into the community serves as further assurance of coordination and focus to prepare the local workforce and to strengthen the local economy.

¹ <http://www.labormarketinfo.edd.ca.gov/Publications/REA-Reports/SanJoaquinValley-REAP2015.pdf>

A few examples of recent gatherings typify the close coordination enjoyed among partners in Kings County:

- Kings Partnership for Prevention (KPPF) convenes public, non-profit, and faith-based organizations whose missions include education and treatment of maladies and addictions. Meetings are held monthly.
- A community needs survey is in process of design and distribution in Kings County. This effort is an outgrowth of a needs survey completed by Kings Community Action Organization. An expanded group was formed with the goal of administering a ‘Master’ community needs assessment, combining the efforts of multiple agencies, and allowing a venue to gather data needed for the identification and treatment of other public needs. This group has met three times, and has drafted the final assessment for approval by the participating parties.
- College of the Sequoias has convened manufacturers twice in the past four months to discuss specific industry training needs for Industrial Maintenance Mechanics. These gatherings were attended by industry and training partners.
- West Hills College recently completed the fifth in a series of gatherings around major economic issues facing the Valley, entitled Essential Elements. These public policy events gather state and local officials, industry leaders and support organizations to discuss critical topics and pose solutions for regional challenges such as:
 - Powering Sustainable Economic Development for the San Joaquin Valley
 - Every Last Drop: *Managing Water & Food Production*
 - Trading Partners: Exports, Logistics, and San Joaquin Valley Economic Development
 - Shifting Ground: Adapting the San Joaquin Valley to a Changing Climate
 - *Energizing the Valley and Generating Jobs*
- The Kings County Economic Development Corporation convenes business leaders, government officials and support agencies quarterly to discuss topics of interest and concern to business.
- The Kings County Office of Education, in coordination with the Tulare County Superintendent of Schools has secured funding to roll out Career Pathway academies throughout Kings and Tulare counties. This effort includes District and High School administrators, teachers, community business champions and support agencies. These partners meet to design and implement this effort, which directly aligns with this Local Plan.

The above is but a narrow slice of recent local coordination, intended to typify established gatherings of core partners and resources around workforce development issues elucidated in this strategic action plan.

B. Local program alignment to implement State Plan policy strategies.

1. Description of the workforce development system and local area programs

The WIOA workforce delivery system in Kings County includes core and supportive partners providing services to increase the employment, retention, and earnings of system participants. Programs are designed to meet the skill requirements of employers in the targeted industries. Goals include improving the quality of the workforce by facilitating exposure to targeted industry occupations and providing training and retraining in those industry sectors; increasing the attainment of industry-recognized credentials by participants; creating innovative strategies to coordinate employer engagement; strengthening core programs; sharing best practices; and, promoting effective use of technology to enhance service delivery. In addition, the local workforce system strives to increase employment opportunities for the most marginalized populations, particularly:

- Individuals with disabilities
- Low-income individuals
- Ethnic minorities and groups with limited English proficiency with low saturation into the labor market
- Recipients of public assistance
- Ex-offenders, the aged and homeless individuals
- Displaced homemakers
- Long-term unemployed individuals
- Other groups identified in the Local Regional or State Plans.

Offered programs include, but are not limited to: WIOA Title I Adult and Dislocated Worker: *Job Training Office*; Youth: *Kings County Office of Education*; Title II Adult Education: *Sequoias Adult Basic Education Grant Consortium and West Hills ABEG Consortium*; Title III Wagner-Peyser, Trade Adjustment Assistance, Unemployment Compensation, veteran programs: *California Employment Development Department (EDD)*; Title IV: *California Department of Rehabilitation (DOR)*; WIOA 167 Farmworker Grantee and Community Services Block Grant: *Proteus, Inc.*; Carl Perkins Career Technical: *College of the Sequoias, West Hills College Lemoore*; TANF/CalWORKs: *Kings County Human Services Agency*; WIOA Native American 166 program: *California Indian Manpower Consortium*; Housing & Urban Development: *Kings County Housing Authority*; Literacy: *Kings County Library and local ABEG Consortia*; Job Corps; Substance Abuse counseling and treatment: *Champions Recovery, Inc.*; Other Partners: *Charter Schools; K-12 Districts.; Kings County Behavioral Health; Community Corrections Partnership; Kings Community Action Organization and Champions Recovery.*

2. Support and implement the seven policies identified in the State Plan, and work with core program partners and others, (including programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006 - 20 U.S.C. 2301 et seq.) to support service alignment in 1) sector strategies, 2) career pathways, 3) organizing regionally, 4) earn and learn, 5) supportive services, 6) building cross system data capacity, and 7) integrating services and braiding resources.

i) Sector Strategies (including regional)

The Workforce Development Board (WDB) will identify and prioritize available resources to support growth in targeted and priority industries, both in the local workforce development areas and in the region. Strategic partners include industry, education, business associations such as the Chambers of Commerce and economic development organizations, and State and Federal Agencies. The WDB will convene business forums, initiating conversations with each of the targeted industry sectors to identify critical needs of each of these industry sectors in the local area. These meetings will be considered to be convened as regional or sub-regional meetings.

The objective is to develop strong partnerships with Industry Sector leaders to addressing the following identified needs (and others identified at the meetings):

- Current and projected labor demand
- Gaps in training and input on curriculum development
- Skill gaps in current job applicants and incumbent workers
- Revisions to local, state or federal policy which would make retention and expansion more likely
- Opportunities for industry to participate in work-based learning

The Local WDB will work with system partners, including economic development, to review labor market data and to identify the priority industry sector businesses in the County and sub-region.

Business retention and expansion visits by partners will identify opportunities to provide the following resources to businesses:

- Employment expansion assistance
- Downsizing or closure assistance
- Access to capital
- Other assistance, as appropriate
- Business incentives
- Permitting assistance
- Export assistance

As noted in Section 2.a (Vision, goals, and strategies) above, every targeted industry sector will be addressed. Sectors will be prioritized by all partners (including industry). On-going engagement with each of the industry sectors will foster greater collaboration and coordination between strategic partners and service providers in the local area and the region through increased participation in the workforce development system. Business partners will be included in strategic activities, including:

- Participation on Career Technical Education Advisory Boards;
- Participation as classroom presenters in industry matched courses;
- Encouragement to take apprentices, interns and to offer tours of their workplace to students for career exploration and validation;
- The development of training programs that include new industry skill sets and requirements

Work has already begun in this area through the development of this Plan. Employer groups have provided input related to manufacturing, food processing, healthcare, business services, government employment, construction and water technology through group and individual meetings. This momentum, and these attendees will form the initial group of industry representatives as the various sectors are assembled to address the above stated issues.

ii) Career Pathways (including regional)

The local board will continue to support career pathways by working with the adult schools, local community college and the local County Office of Education (COE) to help ensure that career exposure, industry-infused curricula and work-based learning opportunities are included in the program design. Currently, the Tulare and Kings County Offices of Education are administering a multi-year Career Pathways Trust grant to roll out career pathways at high schools throughout Kings and Tulare counties. This effort will be significant in the pipeline development and career exposure aspects of the workforce development system. Alignment with two and four year college curricula and employer involvement are priorities of the high school pathways programs.

Career pathways will be designed to include considerations for flexible entry/exit, coordination with support services, employer engagement and a focus on industry-recognized credentials. These pathways will be flexibly designed to include, where necessary, remedial programming and English as a Second Language training to allow participants with basic skills deficiencies the ability to fully participate. Career pathways will be customer-centered, demand-driven to proactively adapt to the changing needs of job seekers and employers. AJCC staff will increase the number of job seekers attaining certificates and credentials using flexible schedules driven by industry needs, and by providing job seekers the support services needed to increase success.

iii) Organizing regionally

The requirement to coordinate and organize regionally is outlined in WIOA and multiple state laws, including SB 118, SB 1402, SB698 and SB 860. These state laws require certain actions to: promote collaboration among multiple counties; employer input into regional workforce issues; address regional issues across programs; and allocate Community College system resources to work with local Workforce Boards.

Organizing regionally and promoting collective responses to regional issues is not new to Kings County or to this RPU. For nearly four decades, Private Industry Councils, Workforce Investment Boards, and now Workforce Development Boards have been meeting in various sub-regional configurations. For roughly a decade, the eight Workforce Areas that comprise this region have met monthly to share best practices, procure services regionally and to compete and administer competitive grants. Under the name, 'The Central California Workforce Collaborative (CCWC)', we have established a long track record of collaborating not only among workforce areas, but also with other regional collaboratives, such as the County Welfare Directors, the California Central Valley Economic Development Corporation, Community Colleges, trade organizations and others. In addition, Kings County has been actively involved in the eight county San Joaquin Valley SlingShot project, and will incorporate lessons learned, including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and to solve regional employment challenges.

The CCWC has been the recipient of several National Emergency Grants directly funded by the U.S. Department of Labor. It was the recipient of two (2) direct Governor Discretionary Grants to support the development of the regional workforce development system responsible to the regional economy and in support of the California Partnership for the San Joaquin Valley. The CCWC has a seat on the Board of Directors of the California Partnership for the San Joaquin Valley. We have collaborated to develop regionally recognized WorkKeys Certification assessment certificates, have collaborated to implement a universal employer contact software program and have hosted numerous regional meetings, including education and economic development partners to address regional workforce issues. Kings County will continue to be an engaged and committed partner and member of the CCWC. We will be a party to the Memorandum of Understanding for the CCWC, which further formalizes the collective Workforce Boards as a regional voice and a regional force in workforce development.

As a joint workforce development and economic development organization, the Director of the Kings County Job Training Office is also the President of the Kings County Economic Development Corporation (Kings EDC). The Kings EDC is also a member of the eight county California Central Valley Economic Development Corporation, a regionally organized entity. Clearly, Kings County is committed to the concept of organizing regionally.

iv) Earn and Learn

'Earn and Learn' strategies are designed to assist individuals with barriers to employment to gain employment by providing relevant labor market skills, work experience and income through paid work experience, externships, pre-apprenticeship and apprenticeship programs, unsubsidized employment for youth, and on-the-job training. Programs are customized to serve participants on the basis of their level of skills and their educational or training goals. These programs are especially helpful to

participants with barriers that have been long-term unemployed and low income, who cannot afford to attend a traditional training program due to length of time spent in the classroom without earnings.

The local workforce development program will continue to coordinate with the Kings County Human Services Agency (HSA) to offer paid work experience through the HAS-funded Extended Subsidized Employment (ESE) program. As an earn and learn program, local residents receiving cash public assistance are matched with employment consistent with their experience and career goals, and are paid an hourly wage for the experience and skills gained at the worksite. The Job Training Office coordinates this program for HSA, providing additional resources to serve hundreds of County residents, many with significant barriers to employment. Additional partnerships around earn and learn strategies in Kings County include the Office of Education's "Regional Sector Pathway" efforts; the Department of Rehabilitation's placement of individuals with intellectual and developmental disabilities into competitive integrated employment; Employment Training Panel grants to leverage state incumbent work training programs leading to training and promotion of incumbent workers and the consequent opening-up of entry level positions.

v) Supportive Services

The local board provides supportive services to customers enrolled in WIOA training to help address barriers to obtain or maintain employment and training services. Workforce partners are cross-trained on other supportive services available throughout the community, including services from government, non-profit, faith-based and other providers. Such services include basic needs items such as food, shelter, child care, counseling, utility payment assistance, tax preparation assistance, legal assistance and referral to other services. Support services provided to WIOA-enrolled customers also include transportation allowance while in training, extended unemployment Insurance payment for those enrolled in approved training, tools and equipment required for training, tools and clothing required for work, bus passes, and other services as appropriate and allowed through local policies. WIOA will only provide supportive services if those services are not available by another source.

As pledged by Partners in the MOU, a common referral system is under development, which will formalize the referral of customers between agencies. It is anticipated that a point of contact will be designated at each agency to coordinate and report back to the referring agency regarding the referral. The goal is to design a system that carries basic information required by most or all programs to reduce the duplication of reporting this information multiple times. This process is being designed to enhance the braiding of resources, and will help prevent the customer from starting fresh with every agency. A community resource directory is being updated by a local partner, and will be distributed when complete.

vi) Building Cross System Data Capacity

Local AJCC partners utilize CalJOBS to log eligibility, case management and follow-up information and reports. Partners have committed to investigating a common case management system, or at least consider utilizing a system to maximize the sharing of case management information. The full implementation of cross system data sharing is expected to be a multi-year effort. It is anticipated that incremental steps, such as identifying or at least accepting assessment results across agencies will be implemented over the term of this four year Plan. The local board currently tracks co-enrollment and shares case management information with other agencies which maintain such an authorization by the customer.

vii) Integrating Services and Braiding Resources

Employment and training partners in Kings County have a long history of braiding resources on behalf of customers. The Job Training Office, the State of California Employment Development Department (EDD), The Kings County Office of Education Career Services Division and the State Department of Rehabilitation staff are co-located in the AJCC. These partners make referrals, share office equipment, jointly staff and sponsor job fairs and focused recruitments, jointly respond to employer downsizings and closures, and co-enroll customers, as appropriate, to maximize service to those customers. The local board works with all of the agencies identified above to leverage resources and ensure the customer receives all services needed for a smooth transition into training and or employment. The Kings County Human Services Agency contracts with the Job Training Office to coordinate the Extended Subsidized Employment program, providing work-based learning through paid work experience for families receiving cash public assistance. The commitment of Partners to investigate shared case management technology is a step toward the integrated service delivery goal outlined in the State Plan.

C. Services and Service Delivery Strategies

1. How 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 Kings County Workforce Development Board, through the submission of this Plan assures that partners will strive to make the full range of employment and training services accessible to 'Individuals with a barrier to employment', as defined in WIOA Section 24. These populations represent those traditionally underserved in the workforce system, including:

- Displaced homemakers
- Low-income individuals
- Individuals with disabilities
- Ethnic minorities and groups with limited English proficiency with low saturation into the labor market
- Recipients of public assistance, including youth aging out of the foster care system
- Ex-offenders, older and homeless individuals
- Long-term unemployed individuals
- Migrant and seasonal farmworkers
- Single Parents
- Veterans
- Other groups identified in the Local Regional or State Plans or federal legislation.

Clearly, the above groups represent persons targeted to receive WIOA services, and who are not represented in the workplace in parity with their representation in the labor force. Often, these groups receive assistance through grants targeted to serve them. The challenge is that historically, these funding streams have been inadequate, and the programs were not fully integrated into local or regional workforce development systems. WIOA now requires services to these groups, thereby elevating their priority for service, along with the programs that have traditionally served them. With the commitment of AJCC partners to determine the needs of each applicant and to coordinate services to help ensure each applicant receives the needed services, the above groups have a greater assurance of receiving services in parity with their labor force representation. Partners will systematically work

with agencies and organizations that serve the listed groups with barriers to employment to ensure all partner staff is in tuned to the needs of these individuals, and thereby become better equipped to provide services to help overcome their barriers to employment.

AJCC's promote universal access to the full array of services available within the AJCCs, including referrals to partner agencies or other community resources. The inclusion of the agencies that serve the targeted populations as MOU partners will help assure the focus on these groups will not be lost.

In addition, during the next four years, the plan is to increase access through online services which is particularly important for individuals with disabilities, transportation issues, and other barriers to access. Regularly scheduled partner meetings will aid in identifying gaps in services and open discussions with partner agencies will help ensure a seamless, customer focused one-stop system.

2. 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 enrollment and co-enrollment of customers into Career Pathways is not a new concept in Kings County. Since the identification of targeted industries for the San Joaquin Valley in 2006, and the validation their prominence in the 2013 report by ADE, the Kings County Workforce Area has focused almost exclusively on supporting training in these sectors, particularly in classroom training. Regional grants have been secured to address workforce needs in these industries. Employer groups have been formed and supported to identify the needs of these industries, and representatives from the targeted industries have been recruited to serve on the local Workforce Development Board. This systemic focus on targeted industries was conscious, and continues today. System wide focus on career pathways will help to further define and refine clear paths of training and work experience leading to career paths for AJCC customers. Collateral literature currently exists in the region on many career pathways. Local AJCC staff will gather and contribute toward the development of career pathway materials for all targeted industries to be made available at the AJCC, online, at partner agencies, and at K-14 partner campuses. Existing resources, such as the state-purchased subscription to Econovue is also an excellent sources for career pathway roadmaps. Labor market data and employer needs assessments will continue to refine the course offerings to support targeted industries. On the Job Training and Employment Training Panel resources will continue to be utilized as a tool for employers to participate directly in industry training.

Co-enrollment in core programs will be encouraged through systemic alignment around the targeted industry occupations. As all partners focus on the development of training for the targeted industries, greater opportunities will exist for co-enrollment.

3. 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).

Senior administrators from both Community Colleges in Kings County serve on the WDB, as dos the County Superintendent of Schools. Each of these individuals and the institutions they represent are strong advocates for post secondary credentials. Adult schools and K-12 Districts have worked hard to

matriculate courses from high school- to community college to four year institutions. The Career Pathway work at the high school district level has as one of its goals the matriculation of their courses into stackable and industry-recognized credentials. Community Colleges have dedicated funding to work with AJCC staff and Adult Schools Counselors to facilitate participant transition from Adult School students into the Community College system. AJCC staff, in conjunction with the transitions coordinator, will co-enroll students and assist in the development of a plan to move students into the achievement of industry recognized certificates that are portable and stackable.

4. 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.

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

The Job Training Office has the added benefit of running the Kings County Economic Development Corporation (Kings EDC), increasing the number of business contacts and perceived value of the retention visits. Kings EDC also holds quarterly Industrial Manager Meetings to discuss areas of common interest. This is an excellent and well-established engagement opportunity. The Job Training Office, in coordination with other partners also sponsors an annual Kings County Job Fair. The value of this event adds credibility to our relationship with small and large employers. Contact through worksite development and monitoring for Work Experience and On-the-Job Training further establishes our engagement with local employers. The Job Training Office and Kings EDC also hold an annual 'State of the County' and employer recognition event. The EDC provides business consulting, capital and small to mid-sized businesses and technical assistance for start-up businesses. The EDD Employer Advisory Council provides free and low cost training for local employers on labor law and related topics. Additional opportunities for engagement will increase as the voice of local and regional employers is sought in the further development of the workforce system, including connection opportunities through incumbent worker training.

Other engagement opportunities include business focus groups, career and technical education advisory groups, contract education, and participation in internship programs, private sector work experience and direct placement activities.

5. Ways in which Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The Local Board will continue to focus on delivering and refining programs such as On-the Job Training, Classroom Training, Career Pathways in the High Schools, employer engagement through outreach efforts of the Kings EDC and the Small Business Development Center, paid work experience in

association with our Human Services Agency, and other tried and true strategies. New strategies and initiatives to be implemented include incumbent worker training, customized training, further focus on local and regional sector strategies, and other strategies identified by business and our system partners. Employer engagement is a significant focus going forward. Focus groups, advisory groups and other employer gatherings will be utilized to ensure we are adding value and responding to the needs of businesses in the local area and the region.

The combination of existing and new strategies will help ensure the needs of businesses are met, while simultaneously ensuring access to our services are accessed by eligible individuals, particularly persons with barriers to employment.

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

While there is always room for improvement, we believe our association with local and regional economic development is a bit unique, and should be considered for implementation in other areas, as appropriate.

The Job Training Office (JTO) is the Department in County government responsible for administering WIOA programs. Through a contract for services between the Kings County Economic Development Corporation Board of Directors and the Kings County Board of Supervisors, JTO is also responsible for the administration of the Kings EDC. The Director of JTO is also the President of the Kings EDC, a 501(c)(6) not for profit corporation. The Kings EDC is also one of eight EDC's that comprise the California Central Valley Economic Development Corporation (CCVEDC), the regional EDC with the same geographic footprint as the San Joaquin Valley RPU, with the exception of Inyo and Mono counties, which are separated by a mountain range.

In all respects, we are a fully integrated workforce and economic development organization, responsible for business retention, business attraction, business incentive management, business financing (\$4 million revolving loan fund) and business counseling. There are four members who serve on both Boards to help ensure a full integration of business service strategies. Both entities are located in the AJCC, and operate as a single organization, with separate Boards of Directors. This arrangement allows an extremely nimble response to the needs of existing as well as prospective businesses.

7. *Description of the way Local Boards and their partners strengthen linkages between the one-stop delivery system and unemployment insurance programs.*

Due to the co-location of EDD and the Job Training Office at the AJCC, public perception is that all services in the AJCC are integrated, and therefore the relationship between the Local Board and the UI system is fully integrated. From a practical standpoint, the single reception center directs customers seeking UI information or claim filing assistance to the dedicated UI phone bank, computers in the career Center, or to the EDD staff who are present in the Career Center. Any updates to unemployment

insurance programs are communicated immediately to Local Board staff, and overall customer service issues are discussed at regular Partner meetings.

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

1. 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.

Local Board staff has historically operated Adult and Dislocated Worker Programs. Youth programs are contracted out through an open procurement process. With the requirements for a One-Stop Operator to be separate and independent from program operations, the Local Board has initiated a Request for Proposals in cooperation with three other Workforce Areas in the RPU to secure such services. This One-Stop Operator will assist the Local Board in presenting and reviewing planned participant enrollments, expenditures, placements, customer satisfaction surveys, monitoring reports and other management tools and goals, as defined in their contract awards and other requirements.

Monitoring reports generated by the One-Stop Operator, WDB staff and state and federal monitors and auditors will be presented to the Local Board for review and direction. Formal monitoring of fiscal and program objectives occurs on an annual basis. If needed, corrective action plans are implemented to ensure the success of each program goal. Quarterly customer satisfaction survey results are presented to the Local Board for review and action.

This plan supports the WDB’s continued focus of investing training and other resources on sector-based strategies that result in industry recognized credentials. AJCC staff recognizes the strengths of the local economy and the needs of employers within key, high-demand industries, especially those related to manufacturing, government and healthcare. AJCC staff meet the needs of local employers by ensuring job seekers have the core and job-specific skills required by local employers. A blend of classroom training, On-the-Job-Training and other resources are utilized.

The publicly accessible Statewide Eligible Training Provider List (ETPL) includes all training programs that are currently approved to be offered in the State. The jobseeker can explore available programs at community colleges, licensed career schools, universities and other training providers. Career Counselors assist the jobseeker to help identify the types of training that could help the jobseeker achieve their employment goal. An assessment of interest, aptitudes, vocational skills, basic skills that match them to careers is utilized.

Staff and youth providers maintain constant contact to ensure the continuous quality improvement of the youth programs. The open communication between staff and providers allows the opportunity to share technical assistance or simply provide feedback on new and innovative ideas.

Program operators and service providers are encouraged to participate in training activities with other employment and training agencies at conferences such as the California Workforce Association (CWA) Annual Conferences. Regional meetings and training for staff and program operators with similar

responsibilities are planned by the RPU beginning in 2017. The use of the training academy being designed by the California Workforce Association (CWA) will be encouraged for all staff and partners to gain technical knowledge to explore varying and innovative methods of service delivery and to encourage continuous improvement.

2. 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.

The AJCC service delivery system, also known as the One-Stop Job Center, is accessible on the internet twenty-four (24) hours a day, seven (7) days a week. Businesses and job seekers alike can access employment and training resources and information for one-stop partners as well as partners and resources outside the comprehensive One-Stop center.

The Comprehensive One-Stop Center is equipped with computers, phones, fax, printers and Internet service which are available to facilitate the transition into employment, research training opportunities and access partner services. Customers are provided with an overview of services available through the AJCC.

An on-line orientation to offer an additional on-ramp to services to assist incumbent workers, customers with accessibility or transportation barriers, and anyone unable to visit centers during regular hours of operation is being explored. As online resources are improved, plans are to link to the AJCC from physical locations of other County services, such as Health, Library and Human Services. Concurrently, remote access through technology such as skype will also be explored to provide easier access to the 'hard to reach' populations.

3. 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.

All partners within the AJCC delivery system, including AJCC operators and AJCC partners will comply with WIOA Section 188 (non-discrimination and equal opportunity) and applicable provisions of the American with Disabilities Act of 1990. Reference to this requirement is included in all contracts and the Workforce Area MOU. All enrolled participants sign a Grievance and Complaint Procedures form informing them on the steps they can take in the event they feel they need to file a complaint. These notices also are displayed prominently in the AJCC lobby for non-enrolled customers. Training on WOA Section 188 will be provided to all AJCC staff, include prohibiting discrimination against people who apply to, participate in, work for, or come into contact with programs and activities of the workforce development system. Training for the Americans with Disabilities Act of 1990 will include the definition of an individual with a disability, reasonable accommodations, undue hardship, retaliation against an individual, and medical inquiries.

The Local Board is aware of the difficulties individuals with disabilities encounter when accessing One-Stop services and is committed to ensuring individuals with disabilities have physical and programmatic access to the One-Stop system and services. The Department of Rehabilitation (DOR) administers California's Vocational Rehabilitation program and is represented on the Local Board. They also maintain scheduled office hours at the AJCC and will assist in training AJCC staff regarding accessibility and accommodations needed for job seekers with disabilities to access One-Stop services. One-Stop facilities are compliant with the Americans with Disabilities Act and offer TTY and other adaptive equipment as requested. One-Stops are located near major bus transportation routes which allow for easy access. Staff bi-lingual in English and Spanish can translate as needed, while other languages are available when requested.

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

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

Signatory Partners to the MOU have committed to coordinating services to the maximum extent possible to bring to fruition the notion of a fully integrated workforce development system. Partners have further agreed to negotiate and implement a cost sharing plan (Phase II) to implement the local MOU.

5. Include an appendix in each local plan of copies of executed MOUs or 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.

The executed MOU (Phase I) for the Kings County Workforce Development Area is attached (Attachment C). Phase II of the MOU is under development, and will be submitted when fully executed.

6. 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 Kings County Workforce Development Area included the California Indian Manpower Consortium in the development and review of the system MOU. Indian and Native Americans are provided equal access to all services at the AJCC. Local Board and the WIOA Section 166 grantees have pledged to fully cooperate in integrating system resources for the benefit of all customers.

7. 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 (MSFW) equal access to AJCC services.

The Kings County Workforce Board has a long history of working cooperatively with Proteus, Inc., the WIOA Section 167 grantee (Migrant Seasonal Farmworkers) for this area. Proteus and the Job Training Office have worked together to serve eligible Kings County residents since the mid 1970's. As a local Not for Profit organization, Proteus is not only the provider of employment and training for Seasonal and Migrant Farmworkers, they also bring a wealth of other resources to the workforce system. Families and individuals in a multi-county area receive career education, English as a Second Language education, workforce development, youth services, community service programs, energy services, foster care and other services, particularly in the rural farm communities in the Central Valley. Top administrators of Proteus have continuously held Workforce Board positions for decades, helping to ensure program integration.

The Kings County AJCC provides universal access to all WIA services and has a specific focus on the farmworker population through EDD's Migrant and Seasonal Worker outreach program. Services at the AJCC are provided to Limited-English speaking individuals, with roughly 50% of the staff able to communicate in both Spanish and English. As WIOA further evolves and the MOUs with the partner agencies are fully developed, a referral process to partner agencies for services will be in place to expand services for farmworker clients.

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

As noted earlier, the Kings County WDB has validated and accepted the regional targeted industries as local targets since 2006. Classroom training resources are focused on those targeted industries. Through the RPU, pathways continue to be further refined, with regional grants to focus on the development and execution of training in the pathways, the development of literature to educate potential workers of all ages about careers in these important and growing industry clusters and local resources dedicated to securing that training. AJCC's serve as an onramp to sector pathways by helping applicants to see the full path to employment in that sector, and by identifying employment, training and support resources needed to successfully complete that path.

Career Pathways developed through the Innovate Tulare-Kings umbrella are implementing academies in local high schools to facilitate early onramps to the region's sector pathways. Kings County will continue to actively participate in the regional pathways development process through the convening of regional partners to align programs with identified regional sector pathways.

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

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

The regional Economic development organization for the Valley is the California Central Valley Economic Development Corporation (CCVEDC). This organization is comprised of the eight EDC's from San Joaquin to Kern Counties, and includes PG&E as a founding member, rounding out the nine-seat Board of Directors. Its mission is to promote the region to facilitate job creation and capital investment for expanding companies in the industry clusters identified in the Regional Plan. The Kings EDC has a seat on the Board of Directors of this regional EDC, and actively promotes the San Joaquin Valley's advantages, including its workforce, to companies interested in locating or expanding in the region.

As a workforce area as well as an EDC, the Job Training Office serves as a strong link between two organizations that share one mission – job creation and investment into the regional economy - and the development of the workforce to support that job growth. It is acknowledged that neither can be successful without the other. It is fair to say there is full knowledge of local and regional economic development efforts, and the local and regional workforce development efforts.

The Kings EDC administers a \$4 million revolving loan fund dedicating to providing capital to small and disadvantaged businesses in Kings County, targeting those businesses that are not able to secure conventional financing. Among the targeted businesses are microenterprises and startups. The Job Training Office/Kings EDC works with the Small Business Development Center, the Senior Core of Retired Executives (SCORE), local Chambers of Commerce and our own business resource specialists to foster entrepreneurial skills development.

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

The full array of WIOA employment and training activities are available in the local area through the AJCC and partner onramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training can be made available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in-demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry recognized credentials, career ladders and work based learning. The WDB staff monitors all programs for WIOA compliance. Local performance goals are negotiated with the state through the RPU. Efforts at integrating performance reporting with AJCC partners will be pursued over the course of the four year plan.

Adult and Dislocated Workers can access a full array of services through the AJCC, including supportive services, Basic Career Services and Individualized Career Services. The AJCC provides Training Services for eligible individuals through Individual Training Accounts (ITA) and/or other training administration methods permitted under WIOA. Training Services may be provided if AJCC staff determine, after an interview, assessment and career planning, that The individual is 1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency with career services alone; 2) they are in need of Training Services to obtain or retain employment that leads to economic self-sufficiency; and 3) they have the capacity to successfully participate in the selected Training Services.

The Workforce Development Board works closely with Adult Basic Education Grant Consortia and Community Colleges to identify and provide the basic education preparation as well as advanced skills training at Community Colleges to serve employers in Kings County. Private schools, non-profits, charter schools and others provide training and education resources needed by area adults and dislocated workers. Support services are provided when not otherwise available through other providers.

3. How the Local Board will coordinate rapid response activities carried out in the local area.

The Local Board will work in coordination with One Stop partners such as EDD, and other partners to carry out Rapid Response activities in matters of business closures, downsizing and for layoff aversion. Under WIOA, the State has interpreted "layoff aversion as an integral component of Rapid Response policy" (EDD Directive WSD 16-04, July 22, 2016). Therefore, it anticipates that local Boards integrate these services.

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

The AJCC will utilize WARN notices, media, and word of mouth for notification of layoffs. Upon notification, the Rapid Response Team, comprised of EDD and JTO staff, will conduct outreach to the businesses and offer to provide onsite or offsite Rapid Response workshops to affected individuals. In the spirit of the law, “Rapid Response will be available regardless of the number of affected workers” (CFR 682.300). The workshops will address Unemployment Insurance Benefits, Trade Readjustment Assistance, WIOA training and job services, and other resources and programs. Other partners will be invited to the workshops, as appropriate. In cases where Layoff Aversion and Rapid Response will have a regional impact, the local Board will coordinate with regional Boards to serve those impacted.

4. 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.

Although WIOA funding is restricted to the delivery of services to eligible youth, the Local WDB, through the Kings County Youth Council, has been a convener of youth services organizations to facilitate coordinated service delivery.

The Kings County Office of Education (KCOE) is the provider of Comprehensive, year-round WIOA Youth Services through their Career Education Division. KCOE provides the 14 Elements of Service required under WIOA. This division also has operated the Workability programs, providing education and employment services for youth with disabilities and special needs for decades. Their Office also runs the Shelly Baird School for students with special needs in Kings County. As a provider of career technical education, the Office of Education strives to integrate special needs students into regular course offerings, including Automotive Shop, Retail Marketing, Certified Nurse’s Assistant and the Business Technology Center. Each of these programs has a work-based learning component.

The Office of Education operates a Transitional Partnership Program for the State Department of Rehabilitation to help transition special needs students into programs leading to industry-recognized certificates, such as the business certificate from the Business Technology Center. They also serve students in Foster care, and those aging out of foster care with work experience, Summer Job Camps, job application preparation and other work skills. Another program is funded through Cal Works, and includes job preparation and work-based learning components. Workshops offered enrolled youth provide guest speakers, field trips, career exposure through online exploration, soft skills development, mentoring, community service, labor market exploration and a number of other topics to help youth explore careers, gain hands-on experience in a variety of occupations and offer mentoring and case management services to address academic and ‘life’ challenges.

All of the services identified above are accomplished through leveraged funding, in-kind contributions of partner agencies and volunteer services by members of the business community.

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

A broad representation of secondary and post-secondary education partners are Workforce Board members, which helps to ensure collaboration and to enhance services. Other representatives from

secondary and post-secondary education are Youth Council members. Likewise, top administrative staff of the WDB serve on advisory councils at both the secondary and post-secondary levels and also participate in goal setting sessions at community colleges. This helps align programs between WDB and education to leverage resources where possible and avoid duplication of effort.

6. 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.

Many job seekers served in AJCC programs face barriers to employment that undermines their ability to complete training or educational programs which could help them increase their access to the labor market. Supportive services are coordinated for individuals in financial need based on an individual's assessment, budget and the availability of funds. The Local Board has established working relationships with Kings Area Rural Transit (KART), the Kings County Housing Authority, Kings Community Action Organization, the Kings County Human Services Agency, Champions Recovery Alternative Programs and the Department of Rehabilitation, which all provide services to support persons in need of services needed to overcome barriers to participation in employment and training. The Local Board provides a transportation allowance to help defray travel costs to enrollees in WIOA classroom training. Other supportive services can be available to WIOA enrollees with the approval of their case manager. In all cases, WIOA funds are expended only after it is determined other services are not available.

The development of a standardized referral process will further assist case managers from all partners to track referrals for other services in the community.

7. Plans, assurances, and strategies for maximizing 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.

Partners at the AJCC have historically met regularly to discuss coordination of services. Under the new design of a One Stop Operator as the coordinator of service agencies, the Operator will convene partners to discuss coordination, improving service delivery, etc. Local board staff and EDD staff are collocated, and discuss Wagner-Peyser services and any other issues immediately as they may arise. AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, entering job postings in CalJOBS, offering cross promotion of services, cross training of staff, and developing a referral process to ensure customers' needs are met.

8. 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 secs. 107(d)(11)(A) and (B)(i) and WIOA sec. 232.

The local board will coordinate WIOA title I activities with Title II Adult education and literacy services through coordination in the development of the respective plans, and through the review and approval of the Title II Plans by the Local Workforce Development Board. Adult Schools and their consortium agencies are parties to the local workforce MOU, and will have a voice in the customer referral system to be developed. Due to increased emphasis on serving customers with barriers to employment, Adult Schools will be an even more important partner and referral source for the workforce system. The attainment of a high school diploma, GED, English as a Second Language (ESL) courses and Career Technical Education courses are critical elements of career pathways roadmap, rather than a simple referral for applicants lacking these skills. The local board will look for alignment to the seven (7) WDB industry sectors as well as ESL and Career Technical Education in reviewing and approving the Title II Plans.

- 9. Local plans affecting services in certain counties (Kings County included) must provide a description of the services that will be provided to limited English proficient individuals. These services be should 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.**

Limited English-speaking customers at the AJCC are assisted by staff that is bilingual in English and Spanish to help ensure equal access to services. As WIOA evolves and the MOUs with the partner agencies are fully developed, a customer referral process is being developed to formally expand services for all jobseekers, including limited English customers. Staff at the AJCC refers limited English customers to local English as a Second Language (ESL) programs, including Adult Schools and those offered by the WIOA 167 grantee (Proteus, Inc.), as appropriate. Due to AJCC staffs' knowledge of local employers, these customers are also referred to employers known to hire persons with limited English proficiency when the career goals of the applicant match those of the employer. In all cases, limited English proficient applicants will be encouraged to enroll in ESL classes to expand their employment options. Adult Schools are exploring strategies to integrate ESL into Career Technical courses, as opposed o holding these classes separately. Local Board staff will continue to monitor and encourage this development going forward.

F. Relevant Information Pertaining to Grants and Grant Administration

- 1. 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).**

As the responsible administrative entity and fiscal agent for WIOA at the County of Kings is the Kings County Board of Supervisors. As a division of County government, the Kings County Job Training Office is directly responsible to the Board of Supervisors for the effective investment of WIOA and other related funding. The Job Training Office provides employment, training, education and economic development services throughout the County. It serves as staff to the Workforce Development Board (WDB), the Kings County Economic Development Corporation, and administers a \$4 million Revolving Loan Fund. The Board

of Supervisors, in concert with the Workforce Development Board disburses WIOA funds in accordance with state and federal law and the Local Plan.

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

A competitive process will be conducted in accordance with Kings County procurement policies and procedures, as well as the principles of competitive procurement in the Uniform Guidance found at 2 CFR 200.318 through 200.326. The Local Board may utilize Requests for Proposals (RFP) or sole source procurement processes to award sub-grants and contracts for WIOA Title I activities. Sole source procurement is allowable only when one of the following conditions occurs: the item or service is available only from a single source; a public emergency precludes delay; the awarding agency authorizes the specific non-competitive procurement; or, after a solicitation of a number of sources, competition is determined inadequate. Use of non-competitive procurement for public emergency reasons should be for goods, suppliers, or services that will provide for the agency's immediate need to enable correction or resolve the emergency. For long-term or ongoing needs, one of the competitive procurement methods must be used. The availability of RFPs is announced through public notice in the local newspaper, JTO's website and the local Public Library. Separate RFPs may be sent for specific programs or services (for example, Youth Programs) in which case both the format of the RFP itself and the review forms used for that procurement may be specific to that program or service. In addition to publishing the notice in the newspaper, RFP packets will be sent to agencies on the WDB's Bidders/Mailing List. A bidder's conference may be held. The Local Board typically conducts competitive procurement for WIOA programs and services with a base term of three years and opportunities for two single-year extensions, based upon positive performance.

The selection of the AJCC Operator will be through a competitive RFP, as noted in Section 4(i) above, and the Operator will be in place by July 1, 2017. The RFP will clearly articulate the expected roles and responsibilities of the AJCC Operator. Adult and Dislocated Worker career services will be provided by the Local Board through the administrative entity. The Kings County WDB and Board of Supervisors will submit the "Request for Approval to be Adult and Dislocated Worker Career Services Provider" application along with the required supporting documentation to the State before the March 1, 2017 deadline. If it is determined that some career services are best to be provided by another agency, such services will be procured through one of the aforementioned procurement processes.

G. Relevant information pertaining to performance goals

- 1. The following are 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. Additional information from the State Board on performance negotiation will be forthcoming.**

Staff from the local board negotiated the performance goals reflected in the table below:

NEGOTIATED WIOA PERFORMANCE GOALS FOR KINGS COUNTY		
PERFORMANCE INDICATORS	PY 16-17	PY 17-18
	Employment Rate Q2	
Adult Performance Level	62.00%	65.00%
Dislocated Worker Performance Level	68.00%	71.00%
Youth Performance Level	62.40%	65.40%
	Employment Rate Q4	
Adult Performance Level	59.00%	65.50%
Dislocated Worker Performance Level	66.50%	69.50%
Youth Performance Level	64.20%	67.20%
	Median Earnings Q2	
Adult Performance Level	\$4,350.00	\$4,480.00
Dislocated Worker Performance Level	\$5,500.00	\$5,664.00
Youth Performance Level	Baseline	Baseline
	Credential Rate	
Adult Performance Level	52.90%	55.90%
Dislocated Worker Performance Level	60.00%	63.00%
Youth Performance Level	54.70%	57.70%

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

1. identify how the Kings County Local Board will comply with state-issued AJCC policies specified in the following policy directives in order to remain as a designated High Performance Board:

- a. [WSD15-14](#) - WIOA Adult Program Priority of Service – The Local Board has established a Policy and Procedure providing priority of service in the adult programs that includes Veterans, recipients of public assistance, low income individuals, and basic skills individuals. Local Board staff establishes priority of service status during the intake/eligibility appointment. Staff documents the participant’s status as low income, basic skills deficient or a recipient of public assistance. Our policy describes in detail the type of documentation to be collected and documented in the participant file. Service priority is detailed in the local policy, which complies with WSD15-14.
- b. [WSD15-12](#) - WIOA Memorandums of Understanding – the Local Board has secured MOUs with all core partners as per WSD 15-12. The MOU Phase I addresses service coordination and collaboration amongst the eighteen WIOA partners (AJCC Partners). The purpose of the MOU Phase I is to establish a cooperative working relationship between the Local WDB and the required AJCC Partners, as well as to define their respective roles and responsibilities in achieving a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. This MOU also serves to establish the framework for providing a unified one-stop delivery system to employers, employees, job seekers, and others needing workforce services. The MOU Phase I serves as a functional tool as well as a visionary plan for how the Local Board and the AJCC Partners work together to serve the needs of

their shared customers. The AJCC one-stop delivery system is driven by local needs and will evolve over time as employers and individuals customers' needs change. The AJCC Partners are developing a system for referrals through which both on-site and offsite referrals will be tracked to and from any of the AJCC Partners recognized by the MOU. The AJCC Partners have committed to cross-training of appropriate staff to increase their knowledge of the array of services and to increase customer satisfaction. The AJCC Partners will also provide access to each required AJCC Partner's program through cross-referrals, such as: physically co-locating at the AJCC center, being available for appointments to job seekers, and having appropriate technologies at the AJCC. The term of the MOU Phase I is effective from the date signed until June 30, 2019.

- c. [WSD16-09](#) WIOA Memorandum of Understanding (MOU), Phase II - Phase II of the MOU will address how to sustain the unified system described in Phase I through the use of resource sharing and joint infrastructure cost funding. Each of the AJCC Partners that carries out a program or activities within the comprehensive AJCC must use a portion of the funds available for their program and activities to help maintain the One-Stop delivery system, including proportional payment of the infrastructure costs. The MOU Phase II is in the developmental stages and will be in place by the deadline of June 30, 2017.

2. Description of the way the Local Board will assess the effectiveness of AJCCs in each of the foregoing areas.

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

Core programs are coordinated, with multiple opportunities to stay informed and solve any issues that arise. Core partners managing EDD, WIOA Adult, Youth and Dislocated Worker programs and State Department of Rehabilitation programs all maintain office space at the AJCC. Communication happens daily as well as at regular Partner meetings. Other opportunities to communicate are the Youth Council Meeting, the Workforce Board meeting and other gatherings of partners such as the Kings Partnership for Prevention. Sharing office space has provided numerous opportunities to coordinate and align customer services. Staffs from partnering agencies share responsibilities at job fairs, specialized recruitments, Rapid Response visits, employer outreach and other occasions.

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

The goal is that customers have the opportunity to express their desires and expectations as early in their visit as possible, and that services received through the AJCC system are viewed as seamless. This concept drives the design of customer flow, beginning with shared reception for all partners. Quarterly customer satisfaction surveys will continue to be administered quarterly; or more often if deemed needed, and will include all of service at the AJCC. All partners will review the current satisfaction questionnaire to ensure it is relevant to their targeted customers and services. The results of these surveys are shared immediately with Partners and also provided to the Local Board for discussion and any appropriate action. Discussions will be held with individual and small groups of AJCC customers to evaluate their perception of services provided and to provide input on improving work flow and other services.

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

AJCC staff facilitates skills attainment leading to industry recognized credentials and degrees, and helps those with barriers to employment identify and address issues that have historically created barriers to employment. Skills development in demand occupations at institutions that award industry recognized credentials help move graduates to employment in the local and regional labor market. By aligning our workforce system with education and economic development, we create a collective response to economic and labor market challenges. The Local Board will engage the private sector to help drive local workforce development efforts. The Local Board will create innovative strategies to focus on employer engagement, strengthening of core programs; dissemination of best practices and promoting effective use of technology to enhance service delivery. The Local Board will use pre-apprenticeship and Skills Development Bridge program offerings (i.e., adult basic education and vocational ESL) for entry into state-approved apprenticeship training. The Local Board will utilize current labor market employment data, information on labor market trends and Econovue workplace intelligence and educational and skill levels required in the regional workforce to design and modify courses to meet the needs of business. We will engage our traditional partners in new ways and engage non-traditional partners to address long-standing challenges and increase our system's reach and capacity.

Job seekers will have access to quality education, training and workforce activities through more On-the-Job training (OJT), incumbent worker training (IWT) and customized training opportunities. The connection between adult education and workforce will be strengthened by this joint planning process and the development of a customer referral and tracking process. A strong emphasis is placed on ensuring State and Local providers offer adult education and skill development including Career Pathways, to accelerate achievement of diplomas and credentials. Cross-training of staff at all partner agencies will help ensure the most robust set of resources is available to address individual customer needs.

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

Continuous improvement is the aim of reviewing negotiated performance data – evaluating whether or not the system achieved performance goals. Partners will track and discuss the results of goal attainment, customer satisfaction surveys, trends in the number of people employed in the local and regional labor market and conversations with employers to help assess progress toward continuous improvement.

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

The Local Board and system partners (as evidenced in the MAOU) are committed to staff cross-training and competency development. A strategy to achieve complete front line staff training will be the first activity addressed by MOU Partners and others involved in the workforce development system. Training will be secured by local subject matter experts as well as consultants secured regionally and locally through venues such as the California Workforce Association. Topics such as

WIOA laws, regulations and policies, state Plan imperatives, customer service, case management strategies, employer outreach, use of labor market information, crisis intervention, community services availability and other similar topics will be provided to AJCC and other Partner staff to build system capacity.

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

The Industry Sectors identified through Local and Regional Labor Market studies and analysis and identified in the Regional Plan have been accepted as priority Industries by: the Local Workforce Board to allocate employment and training and resources; educational agencies for curriculum development and execution; local and regional economic development for targeting industry retention and attraction; and is the focus of High School Career Pathway Academies. Each of these organizations has significant engagement with employers and employer trade associations.

Ongoing conversations with businesses in these Target Industry Sectors will continue to take place through industry sector forums, business outreach efforts, advisory councils and Workforce Board meetings to confirm that the targeted Industry Sectors remain as growing and important sectors of the local and regional economy. These interactions with targeted Industry Sector businesses will help system partners fine-tune their workforce system support. Ongoing conversations with our strategic partners at the Local and Regional level regarding Sector Strategies in targeted industries reflects the penchant for aligning system resources with validated labor market data.

g. An assessment of physical and programmatic accessibility for individuals with disabilities

The AJCC is equipped with the necessary equipment to address the needs of most individuals with disabilities. We will continue our work with the State Department of Rehabilitation and seek best practices from other local and regional partners to ensure full accessibility for all disabilities and language needs. The physical AJCC facility has consistently complied with ADA and other accessibility standards.

1. Relevant information on training activities

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.

After assessment and consultation with a career counselor, customers seeking training services may select from the list an eligible provider of training services. Arrangement for the payment for such services is provided through an Individual Training Account (ITA). The AJCC will coordinate funding for

the ITA with funding from other Federal, state, local and private job training programs or sources to assist the customer in obtaining training services.

The ITA is the preferred method of procurement provided to customers for training services. Training contracts for training services in lieu of the ITA have not been needed at this time except for the On-the-Job Training (OJT) contracts and cohort trainings, as used in regional grant-funded training. Should there be a demand for training contracts (i.e. customized training, entrepreneurial training, sector/occupational cohort training or pay-for-performance), the participants will be provided with the full range of information and assessments to assist in their selection of training providers.

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.

The Kings County Workforce Development Board will provide a 30- day public comment period, beginning on January 23rd for both the Local and the Regional Plans. The notice of the availability of the Plans will be published in the local newspaper of general circulation, The Sentinel. It will also be posted on the Workforce Board’s website at www.kingsworkforce.org. Copies of the Plans will be made available at the Kings County Library. Local workforce partners will receive a link to the website for access to the Local and Regional Plans. This distribution to partners, including specific outreach to Community Based Organizations representing the individuals from populations targeted for services is one way to facilitate exposure of the Plan. Comments received on the Plan during the public Comment period will be summarized and comments representing disagreement with the plan will be included in the final submission to the State. A description of the outreach efforts during the Public Comment period will also be included in the final submission.

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.

Local Board staff manages the intake and case management for WIOA Adult and Dislocated Worker programs, and the Kings County Office of Education manages these activities for the WIOA Youth program. Both entities utilize the CalJOBS system for these tasks.

L. Other miscellaneous information requirements

- 1. Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II (Adult Literacy) applications for funding.***

Title II program applicants will be given access to local plans in hard copy and/or digitally to ensure alignment with developing Title II applications for funding. The Local Board is represented on both

Adult Basic Education Grant (ABEG) Consortia serving Kings County. It is anticipated that the alignment of Title II programs will include alignment with AJCC Partners, Development of Career Pathways (in-demand sector strategies), and alignment with the Local Plan. Representatives from the Local Board and ABEG Consortia have, and will continue to discuss and facilitate alignment of the two Plans.

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

The Local Board has established a Policy and Procedure providing priority of service in the adult programs that includes recipients of public assistance, other low income individuals, and individuals who are basic skills deficient, as referenced in WIOA Section 134(c)(3)(E),

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

The Regional Plan includes: A description of the region and the workforce system stakeholders; Demographic data; an overview of the regional economy; identification of Regional sector pathways; an identification of skills required in the region; regional labor force data; labor market trends; the scope and capacity of regional workforce development and training activities; a discussion on industry-valued credentials; a discussion on workforce system accessibility and inclusiveness; and, a section on goals and action steps for the implementation of the Regional Plan.

- M.** Local Board Assurances – Attachment A
- N.** Provide A List of Comprehensive One-Stops and AJCC Partners in the Local Area – Attachment B
- O.** Attach AJCC Memorandums of Understanding (MOU) – Attachment C
- P.** Provide the Local Area Grant Recipient Listing Using the Form Provided – Attachment D
- Q.** Provide A Copy of Local Board Bylaws – Attachment E
- R.** Provide Program Administration Designee and Plan Signatures – Attachment F
- S.** Provide a Summary of Public comments received that disagree with the regional and local plan - – Attachment G.
- T.** Listing of Acronyms used in the Local Plan - Attachment H

Acronyms used in the Kings County Local Plan

RPU	Regional Planning Unit
WDB	Workforce Development Board
CCVEDC	California Central Valley Economic Development Corporation
CCWC	Central California Workforce Collaborative
Partnership	California Partnership for the San Joaquin Valley
EDC	Economic Development Corporation(s)
Kings EDC	Kings County Economic Development Corporation
LMID	Employment Development Department's Labor Market Information Division
AJCC	America's Job Center of California
MOU	Local One-Stop Memorandum of Understanding
HSA	Kings County Human Services Agency
JTO	Job Training Office
ESL	English as a Second Language

Local Board Assurances

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

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

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

SIGNATURE PAGE

Instructions

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

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

**Local Workforce Development Board
Chair**

Local Chief Elected Official

Signature

Signature

Nancy Silva
Name

Craig Pedersen
Name

Chair, Kings County Workforce
Development Board
Title

Chairman, Kings County Board of
Supervisors
Title

Date

Date

List of Comprehensive One-Stop and America's Job Center of California (AJCC) Partners in the Kings County Workforce Development Area

There is one location of America's Job Centers of California in Kings County. It is a comprehensive One-Stop, as defined in 20 CFR 678.305. The address is 124 N. Irwin Street, Hanford, CA 93230.

Partners at the Kings County Workforce Development area AJCC include:

- **Title I of WIOA:**
 - Adult and Dislocated Worker Programs
 - *Kings County Job training Office* - Permanent
 - Youth Programs
 - *Kings County Office of Education* - Permanent
 - Job Corps
 - *Job Corps* – Intermittent
- **Title II of WIOA: Adult Education and Family Literacy Act**
 - *Sequoias Adult Education Block Grant Consortium* – Intermittent
 - *West Hills Adult Education Block Grant Consortium* – Intermittent
 - Title III of WIOA: Wagner-Peyser; Trade Adjustment Assistance; Jobs for Veterans; State Unemployment Compensation; Migrant and Seasonal Farmworker Programs - *Employment Development Department* - Permanent
- **Title IV of WIOA: Vocational Rehabilitation** – *State Department of Rehabilitation* – Intermittent
- **Senior Community Service Employment Program:** *AARP* – Intermittent
- **Career and Technical Education Programs:** *Kings County Office of Education* - Permanent

Kings County Workforce Development Area Workforce Innovation and Opportunity Act (WIOA) Memorandum of Understanding (MOU)

Preamble/Purpose of MOU

The Workforce Innovation and Opportunity Act (WIOA) requires that a MOU be developed and executed between the Local Workforce Development Board and the America's Job Center of CaliforniaSM (AJCC) partners to establish agreement concerning the operations of the AJCC delivery system. The purpose of this MOU is to establish a cooperative working relationship between the parties, and to define the respective roles and responsibilities of each partner in achieving the policy objectives set forth in WIOA. This MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services in Kings County.

California's one-stop delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which include:

- Fostering demand-driven skills attainment*
- Enabling upward mobility for all Californians, and*
- Aligning, coordinating, and integrating programs and services.*

These objectives will be accomplished by ensuring the full range of services needed to attain employment and training are coordinated and available at the Kings County AJCC, and affiliate partner sites, for all customers seeking to:

- Identify and hire skilled workers*
- Obtain guidance on how to make career choices*
- Look for a listing of current job openings*
- Build basic educational or occupational skills, and*
- Earn a postsecondary certificate or degree.*

Local/Regional Vision Statement, Mission Statement, and Goals

The Workforce Board and partners in the Kings County Workforce Development Area embrace the vision expressed in the Workforce Innovation and Opportunity Act (WIOA) to coordinate a local and regional workforce development system. It is our collective desire to braid our formidable resources together in support of job seekers and employers alike. We are aware that our collective financial and human capital development influences the local and regional economy, and our ability to support growth in targeted industry clusters. We are committed to moving this region forward by preparing and upgrading our workforce to meet current and future workforce demands.

***Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
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Our commitment is equally strong to integrate the services of regional partners in support of industry clusters which comprise the economy of the Central Valley of California.

Parties to the MOU

The following is a list of local and regional Partner agencies, which represent the parties to this MOU:

- **Kings County Job Training Office (JTO)**
- **Kings County Office of Education**
- **College of the Sequoias**
- **Sequoias Adult Education Consortium**
- **West Hills College Lemoore**
- **West Hills College Adult Education Consortium**
- **State of California, Employment Development Department, Workforce Services**
- **State of California, Employment Development Department, Unemployment Insurance**
- **State of California, Department of Rehabilitation**
- **AARP**
- **Job Corps**
- **Proteus, Inc.**
- **Kings Community Action Organization**
- **California Indian Manpower Consortium, Inc.**
- **Kings County Housing Authority**
- **Kings County Human Services Agency**
- **Kings County Economic Development Corporation**
- **Division of Apprenticeship Standards**

One-Stop System, Services

A matrix of AJCC partners and the services they provide to job seekers and employers is included as Attachment 1. This matrix is intended as a ‘Quick-glance’ document to assist job seekers, employers, agency representatives and others to identify appropriate services, and to identify access points to the AJCC system. This matrix will serve as the skeleton to build a robust description of agencies, hours of operation, description of services provided and contact information for each AJCC partner. This information will be available in hard copy and electronically at all partner locations, including participating partner websites.

WIOA “career services” include basic career services, individualized career services and follow-up services. Other authorized services include training services and other relevant services provided to employers.

Attachment C-1

**Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)**

Responsibility of AJCC Partners

AJCC/One-Stop Partners agree that the following items reflect *foundational* tenets, for which full cooperation is pledged.

The AJCC partners agree to:

- *Participate in joint planning, plan development, and modification of activities offered by Partner's agency to facilitate:*
 - *Continuous partnership building;*
 - *Continuous planning in response to state and federal requirements;*
 - *Responsiveness to local and regional economic conditions, including employer needs; and*
 - *Participation in and adherence to common data collection and reporting needs, as required by law.*
- *Make the service(s) included in Attachment 1 available to customers through the One-Stop delivery system.*
- *Participate in the design and operation of the One-Stop system, consistent with the terms of the MOU and requirements of applicable law.*
- *Participate in capacity building and staff development activities to ensure all partners and staff are adequately cross-trained on system services.*

Funding of Services and Operating Costs

The parties to this MOU agree to participate in the development of a cost-sharing agreement, which will identify shared AJCC system costs. Such shared costs can be provided either in cash or through in-kind services.

Actual costs of the system will be driven by the system ultimately designed by the partners. These costs could range from items such as rent and utilities for agencies with a physical presence at the AJCC, to a proportionate cost of developing and maintaining common informational portals for job seekers and employers. Actual shared costs and the methodology used to determine the shared costs will be reflected in a separate Cost Sharing Agreement to be developed as Phase II of this MOU, to be completed not later than December 31, 2017.

Methods for Referring Customers

Partners to this MOU are committed to developing and implementing a process of referring customers to services not provided by the referring partner.

Attachment C-1

***Kings County Workforce Development Area
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Memorandum of Understanding (MOU)***

The referral process will:

- Ensure such process is customer-centered and developed by a team of partner staff trained in customer service.
- Ensure general information regarding AJCC programs, services, activities and resources is made available to all interested parties.
- Consider how customer referrals can be made through electronic media, traditional correspondence, verbally, and through other effective means, as determined by AJCC partners and operators.
- Describe how AJCC partners will provide a direct link or access to other partner staff to provide meaningful information and services through the use of co-location, cross training of AJCC staff, and/or real-time technology (two way communication and interaction with AJCC partners that results in services needed by the customer).

Access for Individuals with Barriers to Employment

Partners of the AJCC system are committed to ensuring access for individuals with barriers to employment by:

- Agreeing to jointly defining the term “individuals with barriers to employment” to reflect characteristics predictive of long term detachment from the workplace.
- Committing to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.
- Publishing information which identifies the location of the comprehensive AJCC, and the affiliate AJCC sites within the Local Area, for broad distribution by all partners.
- Reviewing their respective policies, procedures, programs, and services to ensure compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to customers with disabilities.
- *Fully complying with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.*

Shared Technology and System Security

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible; to include client tracking, case management, reporting and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- *Compliance with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.*
- *A commitment to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.*
- *The principles of common reporting and shared information through technology.*
- *Maintenance of all records of the AJCC customers or partners (e.g. applications, eligibility*

**Kings County Workforce Development Area
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and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and only for purposes directly related to such services.

- *Participation in discussions regarding technological enhancements designed to result in greater ease of service to the customer, without risking data security or confidentiality.*
- *That system security provisions will continue to evolve, and must be agreed upon by all partners to ensure full safeguarding of confidential data.*

Confidentiality

AJCC partners agree to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- *All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.*
- *No person will publish, disclose use, permit or cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers, unless a specific release is voluntarily signed by the participant or customer.*
- *The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes to the extent allowed by their respective governing precepts.*
- *Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.*

Non-Discrimination and Equal Opportunity

The AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner assures compliance with the Americans with Disabilities Act of 1990, and its amendments, which prohibits discrimination on the basis of disability as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure

**Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)**

The AJCC partner agrees to establish and maintain a procedure for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The partner further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

Effective Dates and Term of MOU

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties and concluding not later than June 30, 2019. The MOU will be reviewed and updated not less than once every three years.

Modifications and Revisions

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the affected parties. Minor and clarifying revisions to the Customer Service Matrix (Attachment 1) may be made unilaterally by the Workforce Development Board without the requirement of mutual consent by the parties. In the event of such action, the Workforce Development Board shall provide all parties a copy of the updated Matrix.

Termination

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that the goal of full integration and/or coordination of services will be a continual evolution, not a single event. As such, it is acknowledged by all partners that administrative and non-financial changes to facilitate the goals and vision in this MOU can be made by the partners without requiring an amendment to the MOU. In the event it becomes necessary for one or more parties to cease being a part of this MOU, such entity shall notify the One-Stop Operator or all other parties, in writing, 30 days in advance of the intended severance date.

AJCC Administrative and Operations Management

Facility Use

During the term of this MOU, partners shall have use of the space at the AJCC, as available, for the sole purpose of conducting acceptable AJCC services as outlined herein. Such use is subject to the Funding of Services and Operating Costs section of this MOU.

**Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)**

Supervision/Day to Day Operations

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s) of the partner agency. The employer of staff assigned to the AJCCs will continue to set the priorities for their staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will coordinate their holiday schedule with the One-Stop Operator at the beginning of each fiscal year.

Disciplinary actions for staff assigned to the One-Stop Job Center/AJCC are the sole responsibility of the partner agency. Disciplinary concerns from one partner about any other partner shall be coordinated through the One-Stop Operator. In addition to any disciplinary action by the employing partner, serious offenses by any partner may result in removal of co-located staff from the AJCC.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsible and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

Dispute Resolution

The parties pledge to resolve policy or practice disputes at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the One-Stop Operator for discussion and resolution.

Press Releases and Communications

All relevant parties shall be copied when communicating with the press, television, radio or any other form of media regarding the operation of the AJCC. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, each party shall make specific reference to the AJCC as the identifier for all services provided by the AJCC partner agencies in all communications.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This could also include letterhead, envelopes, business cards, any written correspondence and fax transmittals.

Hold Harmless/Indemnification/Liability

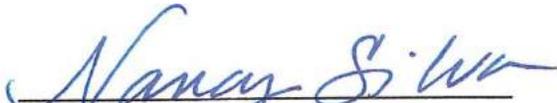
In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from

**Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)**

and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

Signature Block for Workforce Development Board, Local Officials and Partners

Kings County Workforce Development Board


Nancy Silva, Chairperson

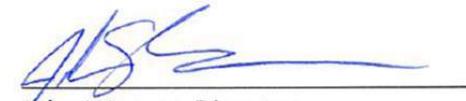
Kings County Board of Supervisors


Doug Verboon, Chairman

Kings County Superintendent of Schools


Tim Bowers, Superintendent

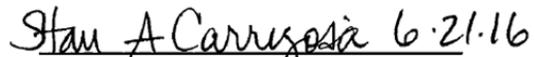
Sequoias Adult Education Consortium


John Werner, Director

West Hills Community College District


Ken Stoppenbrink, Deputy Chancellor

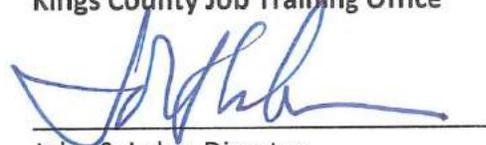
College of the Sequoias


Stan Carrizosa, President

Proteus, Inc.


Michael McCann, Chief Executive Officer

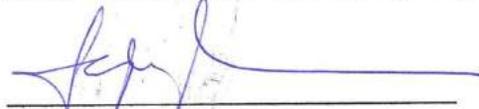
Kings County Job Training Office


John S. Lehn, Director

Kings County Housing Authority


Robert N. Hoskins, Executive Director

Kings County Human Services Agency


Sanja Bugay, Director

Attachment C-1
**Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)**

Robert N. Hoskins, Executive Director

Sanja Bugay, Director

West Hills Community College District,



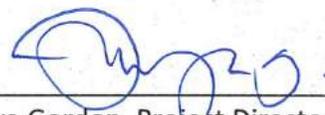
Ken Stoppenbrink, Deputy Chancellor
Kings Community Action Organization

California Indian Manpower Consortium

Lorenda T. Sanchez, Executive Director
Job Corps



Jeff Garner, Executive Director



Naya Gordon, Project Director

**State of CA, EDD Unemployment Insurance
Division**



Agustin Huerta,
Employment Development Administrator

State of CA, EDD Workforce Services Division



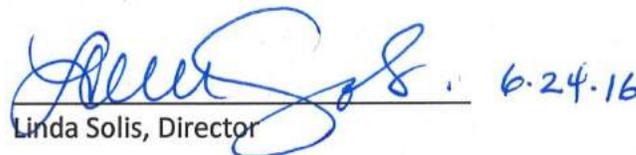
Shelly Tarver, Acting Division Chief, Region D

State of CA, Department of Rehabilitation



Araceli Holland, SSMII District Administrator

AARP Foundation SCSEP



6.24.16

Linda Solis, Director

Attachment C-1
***Kings County Workforce Development Area
Workforce Innovation and Opportunity Act (WIOA)
Memorandum of Understanding (MOU)***

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AMERICA'S JOB CENTER OF CALIFORNIA (AJCC) Agency and Customer Services Matrix

Services are provided by partnering agencies either on site or through technology.

	JTO	COS	HSA	EDC	EDD-WS	EDD-UI	KCHA	WHL	KCOE	WHAEC	SAEC	PRO	DoR	CIMC	AARP	KCAO	JC	DAS
Physical Location at AJCC	X			X	X				X		X		X					
Electronic Connection to AJCC	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Basic Career Services																		
1 Determines applicant eligible to receive assistance under Title IB of WIOA	X								X									
2 Outreach, intake (including State's Worker Profiling & Reemployment Services) and orientation of services at the One-Stop	X				X				X				X					
3 Initial assessment of skill levels, literacy, numeracy, English language proficiency, aptitudes, abilities and support needs	X	X	X					X	X	X	X	X	X	X	X		X	
4 Labor exchange services	X				X				X			X		X				
5 Referrals to and coordination of activities with other programs and services	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X	X	X
6 Workforce and labor market employment information and statistics	X	X		X	X	X		X				X	X	X			X	
7 Performance information and program cost on eligible providers of training services by program and types of providers	X				X				X		X							
8 Information on how local area is performing on performance accountability measures	X													X			X	
9 Information relating to the availability of supportive services or assistance, and appropriate referrals to those services	X		X				X	X	X	X	X	X	X	X	X	X	X	
10 Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA	X	X						X	X	X	X						X	
11 Information and assistance to file a claim for Unemployment Insurance					X	X												
<i>Services in this section are provided through informational interaction & Workshops for large groups.</i>																		
Individualized Career Services																		
1 Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers	X	X	X		X			X	X			X	X	X				
2 Development of an individual employment plan	X	X	X		X			X	X			X	X	X	X		X	
3 Group and/or individual counseling and mentoring	X	X	X		X			X	X	X	X	X	X	X	X	X	X	
4 Career planning	X	X	X		X			X	X			X	X	X	X		X	
5 Short-term pre-vocational services			X		X			X					X	X			X	
6 Internships and work experiences linked to careers	X	X	X					X	X			X	X	X	X	X	X	
7 Workforce preparation activities to assist applicants to acquire a combination of basic academic, critical thinking, digital literacy and self-management skills	X	X	X		X			X	X	X	X	X	X	X		X	X	
8 Financial literacy services								X								X	X	
9 Out-of-area job search and relocation assistance	X												X	X				
<i>Delivered through small workshops and individualized assistance. Dept. of Rehb. Core B Services are provided in this category</i>																		
Training																		
1 Occupational skills training/Classroom Training, including training for nontraditional employment	X	X	X					X	X	X	X	X	X	X			X	
2 On-the-Job Training (OJT)	X								X			X	X	X	X			
3 Incumbent worker training	X	X						X		X	X							
4 Programs that combine workplace training with related instruction, which may include cooperative educational programs	X	X						X		X	X			X			X	X
5 Training programs operated by the private sector				X								X	X					
6 Skill upgrading and retraining	X	X						X	X	X	X	X	X	X	X			
7 Entrepreneurial training		X						X					X					

8	Transitional jobs	X		X						X			X	X		X	X	
9	Job readiness training provided in combination with another training service	X		X		X				X	X		X	X	X	X	X	X
10	Adult educational and literacy activities provided concurrently or in combination with another training service		X	X						X		X	X					X
11	Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training	X	X							X								

Employer/Business

	JTO	COS	HSA	EDC	EDD-WS	EDD-UI	KCHA	WHL	KCOE	WHAEC	SAEC	PRO	DoR	CIMC	AARP	KCAO	JC	DAS
1	Listing of Employers by Occupation or NAICS Code	X			X									X				
2	Information on Tax Credits and other business incentives				X								X					
3	Assessment of incumbent worker skills, interest, aptitude and/or work values		X					X									X	
4	Fee or licensing information				X													
5	Business assistance (Including Workshops that provide Labor Code, Tax Code & Cal/OSHA information)				X	X												X
6	Interviewing facilities	X	X		X	X		X	X			X		X				
7	Customized Training	X	X					X										X
8	Job Readiness Training	X		X		X		X	X			X		X	X	X	X	X
9	Other services identified by the employer community (Workshops on ADA and requested topics etc.)				X	X		X					X					X
10	Cross Inform Partners about business services available to employers	X	X	X	X	X		X	X			X	X	X	X	X	X	X

Other

	JTO	COS	HSA	EDC	EDD-WS	EDD-UI	KCHA	WHL	KCOE	WHAEC	SAEC	PRO	DoR	CIMC	AARP	KCAO	JC	DAS
1	GED/High School Diploma		X					X		X	X						X	
2	Child Care Information and Referral	X	X	X			X	X	X	X	X	X	X	X	X	X	X	X
3	Informational brochures, posters, handouts on One-Stop/AJCC system services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
4	Videos, electronic presentations & on-line links (multi-media formats) regarding AJCC services	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	
5	Energy Assistance Information and Referral	X		X	X		X					X				X		
6	Learning Disability Assessment								X				X					
7	Career Center Resources (i.e. access to computers for job search, typing certification, resume preparation)	X		X		X		X	X					X			X	
8	Targeted Services for Veterans	X	X			X		X				X	X					

Wagner-Peyser (WIOA Title III)

	JTO	COS	HSA	EDC	EDD-WS	EDD-UI	KCHA	WHL	KCOE	WHAEC	SAEC	PRO	DoR	CIMC	AARP	KCAO	JC	DAS
1	Re-employment and Eligibility Assessment Services - UI Requirement (RES/REA)				X													
2	Initial Assistance Workshop (IAW)				X													
3	Personalized Job Search Assistance (PJSA)	X			X				X				X		X	X		
4	Employment, services and related assistance for veterans	X	X		X			X					X					
5	Labor Market Information	X	X		X	X		X					X					

WIOA and Other Funded Programs

1	WIOA Title I Adult and dislocated Worker Programs	X						X				X						
2	WIOA Title I Youth Programs								X									
3	Carl Perkins Career Technical Education		X					X	X	X	X							
4	WIOA Title II Adult Education and Literacy									X	X							
5	Trade Adjustment Assistance																	
6	WIOA Title IV Vocational Rehabilitation												X					
7	Title V Older Americans Act														X			
8	WIOA Title I Job Corps																X	
9	WIOA Title I Native American Programs (Section 166)													X				
10	WIOA Seasonal and Migrant farmworker Programs (Section 167)											X						
11	Youth Build																	
12	Housing and Urban Development						X										X	
13	Temporary Assistance for Needy Families/CalWORKs/Extended Subsidized Employment/SNAP			X														
14	Community Services Block Grant (Food, shelter, rent assistance, utility assistance and job training support)											X					X	

Legend of Partners

JTO Job Training Office

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

Kings County

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	County of Kings	John Lehn	124 N. Irwin St. Hanford CA 93230	559.585.3536 559.585.7395 John.Lehn@co,kings.ca.us
Fiscal Agent	County of Kings	Cobi Revious	124 N. Irwin St. Hanford CA 93230	559.585.3573 559.585.7395 Cobi.Revious@co.kings.ca.us
Local Area Administrator	Kings County Job Training Office	John S. Lehn	124 N. Irwin St. Hanford CA 93230	559.585.3536 559.585.7395 John.Lehn@co,kings.ca.us
Local Area Administrator Alternate	Kings County Job Training Office	Vince Velo	124 N. Irwin St. Hanford CA 93230	559.585.3562 559.585.7395 Vincent.velo@co.kings.ca.us

Signature: _____

Chief Elected Official

Date

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

**KINGS COUNTY
WORKFORCE DEVELOPMENT BOARD
BYLAWS**

Article I. Purpose

Section 1. The Workforce Development Board (Workforce Board), in partnership with the Kings County Board of Supervisors, shall establish and oversee employment and training programs in the Kings County Workforce Development Area to prepare youth and adults to enter or re-enter the local labor force. The Workforce Board shall provide policy direction and oversight of employment and training programs operated by the Kings County Job Training Office and other providers of Workforce Innovation and Opportunity Act (WIOA) funded employment and training services under contract with the Workforce Board or the Kings County Board of Supervisors.

Section 2. The Workforce Board, in accordance with the WIOA and state law, shall operate in accordance with an agreement with the Kings County Board of Supervisors which addresses program oversight and rose and responsibilities with respect to the operation of workforce development activities in Kings County.

Section 3. The Workforce Board shall act as liaison with the business community, to provide information regarding the needs of business in the Kings County area, and to promote the preparation and placement of program participants in the local labor market.

Section 4. The Workforce Board shall perform additional planning ad review functions as required by local, state, and federal.

Article II. Membership

Section 1. Appointments. Workforce Board members shall be appointed by the Kings County Board of Supervisors from nominations received from the entities specified under Section 107 of WIOA. Membership shall include, but not limited to representatives of higher education entities providing workforce investment activities, labor organizations, state vocational rehabilitation agencies, , economic development agencies, , the public employment service, One-Stop partners and private sector business. Members shall represent each required group, with the majority representing business. Members may also include representatives of Local Educational Agencies, community-based organizations, public assistance agencies, philanthropic organizations, or other entities the Kings County Board of Supervisors determines to be appropriate. Vacancies shall be filled in the same manner as original appointments. Appointments made, as well as the selection process, may be subject to certification by the Governor of the State

of California (State). The Job Training Office Director shall advise the Clerk to the Board of Supervisors of vacancies on the Workforce Board.

Section 2. Number. The initial number of members will be established by the Board of Supervisors. The minimum number will be that required for meeting representation requirements according to WIOA and state law.

Section 3. Term. Members shall initially serve a fixed term as determined by the Board of Supervisors. Thereafter, terms shall be for three years. Members may serve consecutive terms. Upon expiration of a term, members may continue to serve until reappointment, or until a successor has been appointed. The terms of one-third of the members shall expire June 30th of each year.

Section 4. Resignation. Any Workforce Board member may resign by filing written notice with the WIB Chairperson.

Section 5. Removal of Cause. Any member may be removed from the Workforce Board for cause if a 2/3 majority of the quorum of the Workforce Board approves such action at a legally constituted meeting. Absence of three (3) consecutive regular meetings and / or more than one-half of the regular meetings in any one year may result in that position being declared vacant by the Workforce Board Chairperson.

Section 6. Proxy. Members may be represented by a proxy for no more than fifty percent (50%) of the regularly scheduled meetings during any calendar year. Members may appoint a proxy by member's written or oral contract with the WIB Chairperson or the Job Training Office Director. Proxies must represent the same area of representation as the appointed member. Proxies may serve through the term of the appointed member, or at the pleasure of the appointed member.

Article III. Committees

Committees may include persons who are not Workforce Board members, and may be formed on either a permanent or ad-hoc basis.

Section 1. Executive Committee. The Executive Committee will consist of the Workforce Board Chairperson, Vice-Chairperson, and immediate past Chairperson.

Section 2. Youth Council. The Workforce Board Chairperson shall appoint members of the Youth Council, in consultation with the full Workforce Board, to provide recommendations on workforce development issues relating to youth, and to promote a comprehensive workforce preparation system for youth in Kings County.

Section 3. Business Services Committee. Due to the close association between the Workforce Board and the Kings County Economic Development Corporation (Kings EDC), including board member crossover, the Kings EDC Board of Directors shall serve as the appointed Business Services Committee to the WIB. The purpose of this committee shall be to increase employer involvement in the activities of the Kings County Workforce Development Board and to serve as the business liaison to the Workforce Board.

Section 4. Committee of the Whole. A Committee of the Whole shall convene during the regular Workforce Board meetings, As appropriate, to provide oversight on operational, compliance and other policy issues relating to the One-Stop delivery system, the provision of services to person with disabilities, and other related issues.

Section 5. Other Committees. A Nominating Committee comprised of Workforce Board members shall make recommendations to the full Workforce Board; and ultimately the Kings County Board of Supervisors on refilling Workforce Board vacancies; and shall present recommendations for Workforce Board Officers at the May meeting of each year.

Section 6. Other Committees. Other committees may be formed by the Workforce Board as needed.

Article IV. Meetings

Section 1. Regular Meetings. The Workforce Board shall meet no less than six times per year. Meetings may be held in person or through the use of technology to encourage attendance.

Section 2. Special Meetings. A special meeting may be called by the Chairperson or a majority of the membership. Each member shall be provided legally required notice of such meetings.

Section 3. Quorum. Seven members shall constitute a quorum for official business.

Section 4. Open Meetings. All regular meetings of the WIB shall be open and accessible to the general public and shall be subject to the Ralph M Brown Act (Government Code 57950 et. seq.). An opportunity for public comment will be a regular agenda item.

Section 5. Outreach. Workforce Board members are encouraged to actively participate in the convening of employers and community partners.

Section 6. Voting.

a. Each member of the Workforce Board, including the Chairperson, shall have one (1) vote.

b. Proxies, in accordance with Article II, Section 6. above, shall have voting rights equal to those of the member, in the absence of the member.

- c. For official business, a majority vote of the quorum is needed to pass a motion.
- d. No member of the Workforce Board or his/her proxy shall cast a vote or participate in the discussion of any matter (1) regarding the provision of services by such member or by an entity that such member represents, or (2) that would provide direct financial benefit to such member or the immediate family of such member. Members must identify and declare their conflicts for the official record.

Workforce Board Members and their delegates shall avoid organizational conflict of interest. Members, their employees, and/or agents shall avoid personal conflict of interest or the appearance of conflict of interest in awarding financial assistance, and in the conduct procurement activities involving WIOA funds. Workforce Board members shall not engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the Workforce Development Plan. Members of the Workforce Board may vote on the Strategic Local Workforce Development Plan.

Article V. Officers

Section 1. Election.

- a. The Workforce Board shall elect officers at its annual meeting to be held each June, or at a date otherwise designated by the Workforce Board.
- b. The Workforce Board Nominating Committee will recommend candidates for officer positions from the members who have agreed to serve if elected.
- c. Elections may be held by secret ballot where there are two or more candidates. Otherwise, the election will be held by a voice vote.

Section 2. Chairperson.

- a. The Workforce Board shall elect one member as Chairperson.
- b. The Chairperson shall serve a term of one year and may serve consecutive terms.
- c. The Chairperson shall be a private sector business representative.

- d. The Chairperson shall preside over all regular and special meetings.

Section 3. Vice-Chairperson.

- a. The WIB shall elect one member as Vice-Chairperson.
- b. The Vice-Chairperson shall serve a term of one year and may serve consecutive terms.
- c. The Vice-Chairperson shall assume the responsibilities of the Chairperson in his/her absence.

Article VI. Staff

Section 1. The Executive Secretary of the Workforce Board shall be the Kings County Job Training Office Director or his/her designee, who shall possess the requisite knowledge, skills, and abilities, to assist the Workforce Board in carrying out its responsibilities.

Section 2. The Kings County Job Training Office staff shall serve as staff to the WIB.

Section 3. Staff shall be responsible for providing written notice of each meeting and the appropriate recording and distribution for minutes of all Workforce Board Meetings.

Section 4. Staff shall prepare reports as necessary to facilitate the Workforce Board's evaluation of programs operating under its jurisdiction.

Article VIII. Adoptions and Amendments

The bylaws may be amended or repealed in part or in whole only by two-thirds (2/3) vote of the members present and voting at a legally constituted regular or special meeting.

.....

Approved by the Workforce Development Board November 5, 2015

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

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

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

Local Workforce Development Board Chair

Chief Elected Official

Signature

Nancy Silva
Name

Chair, Kings County Workforce Development Board
Title

Date

Signature

Craig Pedersen
Name

Chairman, Kings County Board of Supervisors
Title

Date

Local Board Record of Comments

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

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:

Acronyms used in the Kings County Local Plan

RPU	Regional Planning Unit
WDB	Workforce Development Board
CCVEDC	California Central Valley Economic Development Corporation
CCWC	Central California Workforce Collaborative
Partnership	California Partnership for the San Joaquin Valley
EDC	Economic Development Corporation(s)
Kings EDC	Kings County Economic Development Corporation
LMID	Employment Development Department's Labor Market Information Division
AJCC	America's Job Center of California
MOU	Local One-Stop Memorandum of Understanding
HSA	Kings County Human Services Agency
JTO	Job Training Office
ESL	English as a Second Language