

# WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

## Local Workforce Investment Area:

Name: San Diego Workforce Partnership, Inc.

Date of Submission: June 14, 2013

Contact Person: Margie deRuyter

Contact Person's Phone Number: 619-228-2900

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**San Diego Workforce Partnership**  
**Final Five Year Strategic Plan**  
**June 21, 2013**

**San Diego Workforce Partnership**  
**3910 University Ave., Ste. #400**  
**San Diego, CA 92105**

# San Diego Workforce Partnership Five Year Strategic Plan

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## SECTION 1 VISION

### Business and Industry Goal:

*Meet the workforce needs of high demand sectors of the regional economy.*

*Describe the vision for bringing together key stakeholders in workforce development, including business and industry employers, organized labor, economic development specialists and education experts to:*

- *Identify workforce challenges facing the local area; and*
- *Develop innovative strategies and solutions that effectively leverage resources to address identified challenges.*

The mission of the San Diego Workforce Partnership (SDWP) Local Workforce Investment Board (LWIB) is to foster economic growth and prosperity through education, training, and lifelong learning. The vision of SDWP<sup>1</sup> is to be home to the world's most highly educated and skilled workforce, where a corporate community-wide commitment to lifelong learning will fuel unprecedented innovation, creativity, and economic achievement. This will be delivered through our core values of Stewardship of the Public Trust, Service to our Community, and Lifelong Learning.

Into the future, SDWP will build on its long history of convening stakeholders to collectively address workforce challenges. Most recently SDWP created a Business Services Sub-committee of the LWIB. The members of this sub-committee include industry employers (both a large employer and small businesses), and representatives from labor, the San Diego Economic Development Corporation, Community Housing, and education. The Business Services Sub-committee is charged with identifying workforce challenges through data analysis and ongoing dialogue, assisting SDWP in the identification and development of strategies designed to address the workforce needs of our business community while also addressing the need to develop career pathway programs, and mitigating the challenges faced by special populations in our community.

One of the most challenging aspects faced in San Diego, which SDWP will address and emphasize as a focus in its future work, is the myriad number of organizations with workforce development included as one of their core missions. There is significant duplication and overlap in the work of these organizations. A prime example is the high number of organizations providing veteran services, which leads to confusion for veterans as they exit the military. These individuals become unsure of where to turn to meet their specific needs, often being referred to multiple agencies before giving up in pure frustration. SDWP recognizes this challenge and will place an emphasis on future strategies needed to take steps toward the alignment of veteran-

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<sup>1</sup> SDWP is used throughout this document to indicate the work of the Local Workforce Investment Board, the San Diego County Youth Council, and the Business Services Sub-committee of the LWIB.

serving organizations. This same scenario is being repeated for many other population groups in San Diego County, such as offenders and youth. With the leadership of the SDWP, our vision is to convene stakeholders in an effort to align our collective service delivery systems, to leverage resources throughout the county, to explore innovative solutions to workforce challenges, and to set goals that will positively impact the labor market in San Diego County.

Just one example of the type of collective work conducted by the SDWP, which will be further emphasized moving forward, can be seen in the Health Professions Opportunity Grant (HPOG) funded by the Department of Health and Human Services. This project aligns the County of San Diego's CalWORKS program, the One-Stop Career Center Service Delivery System, the HPOG Navigation Contractors, and local subsidized housing programs related to the Temporary Assistance for Needy Families (TANF) customers. Resources from each partner are leveraged to pay for participant training, supportive services, and case management/navigation services necessary for individuals to realize success. This career pathway program is guided by a diverse employer advisory board made up of a mix of healthcare providers and one healthcare association in San Diego County. The collective goal of the program is to train TANF recipients and other low-income individuals for careers that pay well in the healthcare industry.

SDWP plans to replicate the convening of stakeholders to set collective impact goals based on the identified needs of San Diego County businesses included in our list of priority industry sectors. The goals will include development of educational career pathway programs through "earn and learn" on-the-job training and unsubsidized employment programs.

***Include in your response actions that support the following State priorities:***

- ***Preparing skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.***
- ***Support the development of regional workforce and economic development networks that address workforce education and training priorities.***

Section 2 of SDWP's Five Year Strategic Plan describes in detail the industry sectors that are drivers of San Diego's economy (listed in the following pages). The process to identify these sectors included dialogue around workforce needs related to competitive and emergent sectors, as well as the gaps that will be created by retirements. Into the future, SDWP will create enhanced, innovative strategies designed to prepare skilled workers for these industries. This strategy (described in greater detail in Section 3 of this plan) will build on the analysis already conducted with a mapping process of the priority industry sectors identified in this plan. The mapping will identify the areas of employment concentration, the occupations within the industry, the education level needed for each occupation, and where training currently occurs. It will also include the development of a gap analysis of the skills necessary for employment in the industry versus the current skills of job seekers in San Diego County. The information will be used in the goal-setting work of the SDWP, with a specific focus on the convening of K-12 and

postsecondary education stakeholders to explore the development of career pathway education and training programs specific to these industries.

In addition, SDWP will continue to enhance its support of existing networks, such as industry associations and economic development councils, to further explore their priorities, challenges, and needs. The information gathered from these convenings will be used to create a gap analysis and solution strategy for use by all networks in the county. The gap analysis will identify current services, funding, and educational opportunities specific to our priority industry sectors. The result will be greater awareness and collaborative work across all networks and associations, as well as a concrete tool for use in the networks' programming and communications efforts. Depending on the feedback received from the networks, the SDWP may also engage in continued outreach and convening's to explore ongoing challenges, opportunities and solutions.

***Based on the regional economic and workforce information analysis, identify the industry sectors and occupational clusters within the region that are high-growth, high-demand, projecting skills shortages, and/or vital to the regional economy.***

Based on information gathered from the San Diego Regional Economic Development Corporation (SDREDC), San Diego Association of Governments (SANDAG), and SDWP, SDWP analyzed a number of sectors important to San Diego's economic and workforce development. These industry sectors and occupational clusters have been identified to be high-growth, in-demand, projecting skills shortages, and/or vital to the regional economy.

SDWP consolidated research from the three organizations, then analyzed and engaged in dialogue to narrow down to six priority sectors on which to focus its work over the next five years.

The key sectors below are divided into three categories --Largest Growth, Rapidly Growing, and Emerging (defined in the next section).<sup>2</sup>

- Largest Growth
  - Green Jobs
  - Health Care
  
- Rapidly Growing
  - Life Sciences
  - Information and Communication Technology (ICT)

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<sup>2</sup> "Sector Definitions (2011-2018) - EMSI.xls" for data and breakdown of job openings and wages for industries included in each sector.

- Emerging
  - Specialty Foods and Microbreweries
  - Advanced Precision Manufacturing

These priority sectors were selected based on a number of factors, including the number of projected job openings, percentage of on-the-job training opportunities, skills gaps, and average annual salary. The methodology used for selecting the six priority sectors is further explained in Section 2.

To summarize the categories, sectors with the largest growth have the largest number of projected job openings in San Diego. Rapidly growing sectors are driven by technology and innovation that require new skill sets for workers. Emerging sectors do not have as much of a critical mass as the other two categories in terms of economic and employment impact, but are newly identified and expected to grow in the region, creating new levels of demand. More detailed definitions of these categories can be found in Section 2 of this plan.

A work plan is available beginning on page 64, which provides a well-specified blueprint for attaining the goals of SDWP's Five Year Strategic Plan. The work plan includes timelines, action steps, responsible party, and the planned outcome.

## **Section 2: ECONOMIC AND WORKFORCE INFORMATION ANALYSIS**

*A description of the data gathered and the method of analysis and review;*

*An assessment of the current economic situation and projected trends of the local area economy, industries and occupations, including major economic regions and industrial and occupational sectors;*

*An assessment of the required workforce skills and knowledge individuals need in order to find employment in the priority sectors identified in the local area economic and workforce information analysis;*

*Based on the local area economic and workforce information above, an evaluation of underemployment and jobs that can provide economic security or “self-sufficiency*

Based on information gathered from the San Diego Regional Economic Development Corporation (SDREDC), San Diego Association of Governments (SANDAG), and San Diego Workforce Partnership (SDWP), SDWP analyzed a number of sectors important to San Diego’s economic and workforce development. The sectors and occupational clusters have been identified by the three organizations to be high-growth, in-demand, projecting skills shortages, and/or vital to the regional economy.

According to the SDREDC, industry sectors that are vital to the regional economy include CleanTech, Information and Communication Technology, Conventions and Tourism, Defense, Health Care, Life Sciences, Maritime, and Research Institutes.

SANDAG's December 2012 report, *Traded Industry Clusters in the San Diego Region*, identifies the following traded industry clusters expected to grow in employment and economic impact: Advanced Precision Manufacturing, Biotechnology and Pharmaceuticals, Biomedical Devices and Products, Entertainment and Hospitality, Information Communication Technology, Aerospace, Navigation and Maritime Technologies, Specialty Foods and Microbreweries, and Action Sports Manufacturing.

SDWP’s research indicated the following major industries to be important to the region: Telecommunication and Information Technology, Maritime, Green Construction, and Sports Innovation.

After consolidating all three organizations' definitions of important sectors, SDWP created the following list of key sectors in the San Diego region for priority consideration (which would be used to determine the final list), and divided them into three definitions--Largest Growth, Rapidly Growing, and Emerging<sup>3</sup>:

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<sup>3</sup> "Sector Definitions (2011-2018) - EMSI.xls" for data and breakdown of job openings and wages for industries included in each sector.



- Largest Growth
  - Entertainment and Hospitality
  - Green Jobs
  - Health Care
  
- Rapidly Growing
  - Life Sciences
  - Information Communication Technology (ICT)
  - Aerospace, Navigation and Maritime Technologies
  
- Emerging
  - Advanced Precision Manufacturing
  - Sports Innovation and Manufacturing
  - Specialty Foods and Microbreweries

### *Largest Growth*

Sectors with the largest growth are expected to add the largest number of jobs in San Diego. As the economy recovers, these industries are projected to gain momentum, adding significant employment opportunities to the county. For example, Green Jobs and Health Care sectors are projected to add 20,281 and 18,432 jobs respectively, by 2018<sup>4</sup>—greater than the other two categories.

To further illustrate, analysis of the Green Jobs occupational cluster indicates that mature industries such as construction have been transformed by technology and innovation, providing new employment opportunities in the region. For instance, in streetlight retrofitting, the San Diego Street Light Working Group, in collaboration with 13 of San Diego County’s 18 municipalities, has retrofitted 55,000 streetlights with newer LED technology, saving taxpayers and cities up to \$3 million. Furthermore, this project generated more than \$25 million in local job creation for electrical contractors, suppliers, and lighting manufacturers<sup>5</sup>.

The Green Jobs occupational cluster also has significant jobs, earnings, and sales multipliers of 3.99, 2.18, and 1.75, respectively<sup>6</sup>. The jobs multiplier measures the total number of jobs added to the region as a result of adding one job to a certain sector<sup>7</sup>. In this case, every one job added to Green Jobs adds 2.99 direct, indirect, and induced jobs in San Diego. Similar calculations can be

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<sup>4</sup> Analyst. Economic Modeling Specialists, International (EMSI). Data taken from California Labor Market Information Department. Source: QCEW Employees, Non-QCEW Employees & Self-Employed – EMSI 2013.1 Class of Worker. February 2013.

<sup>5</sup> *The San Diego Regional Quality of Life Dashboard*. Equinox Center. February 2013.

<sup>6</sup> Analyst. EMSI. Data from the Bureau of Economic Analysis (BEA). March 2013

<sup>7</sup> The total jobs added to the region as a result of a single job added. This number includes the yield and the initial job addition. In other words, a jobs multiplier of 1.82 is made up of the initial job added (1.0) and the further yield (0.82). Source: EMSI’s model, incorporating data from the Bureau of Economic Analysis (BEA). March 2013.

made with earnings<sup>8</sup> and sales<sup>9</sup> multipliers in direct, indirect, and induced output. Every \$1 earned in Green Jobs yields \$1.18, and every \$1 of new sales in the region generates \$0.75 in total sales for the region.

### *Rapidly Growing*

Rapidly growing sectors are driven by technology and innovation that require new skill sets for workers. These sectors have a significant economic impact and multiplier effect on the overall economy. For instance, within just the ICT sector, one job added to the telecommunications and information technology (T&IT) industries yields three additional jobs in the region. Furthermore, these industries generate approximately 179,020 jobs and \$48.11 billion annually in direct and indirect economic output<sup>10</sup>. Similarly, the Life Sciences sector is characterized with a jobs multiplier of 5.19<sup>11</sup>. This suggests that with each job added to Life Sciences, 4.19 jobs result as the direct, indirect, and induced employment output.

These are also sectors most likely to hire to match their rapidly growing pace. Over the next twelve months, 48% of T&IT employers expect to hire, adding about 5,000 new jobs to San Diego County<sup>12</sup>. At the same time, employers in these rapidly growing industries indicate that they have difficulty hiring qualified applicants. These sectors require new skill sets from the workforce that currently do not fully meet employers' expectations. More specifically, about two out of five (44%) T&IT employers indicate difficulty finding qualified applicants for entry-level jobs, and about 3 out of 5 (58%) T&IT employers indicate difficulty finding qualified applicants for non-entry level jobs. According to the employers surveyed by the SDWP, the development of the workforce rests on the following skills: a commitment to higher learning, digital literacy, the ability to understand and communicate effectively about technology and its role in the industry, and initiative and flexibility<sup>13</sup>. The need for qualified applicants to understand employers' expectations drives the SDWP to fund job training programs that develop the skills necessary in these growing sectors. The employer need for information will also be used in continued dialogue as SDWP identifies workforce challenges and innovative solutions into the future.

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<sup>8</sup> The total earnings created in a region as a result of a single dollar of new earnings. This number includes the yield and the initial dollar addition. In other words, an earnings multiplier of 1.82 is made up of the initial dollar added (1.0) and the further yield (0.82). Source: EMSI's model, incorporating data from the Bureau of Economic Analysis (BEA). March 2013.

<sup>9</sup> The total sales created in the region as a result of a single dollar of new sales. This number includes the yield and the initial dollar addition. In other words, a sales multiplier of 1.82 is made up of the initial dollar added (1.0) and the further yield (0.82). Source: EMSI's model, incorporating data from the Bureau of Economic Analysis (BEA). March 2013.

<sup>10</sup> Telecommunications and Information Technology Report: The Economic Impact of Qualcomm, Driving San Diego's Technology Growth. San Diego Workforce Partnership. January 2013.

<sup>11</sup> EMSI. Analyst. Data from the Bureau of Economic Analysis (BEA). March 2013

<sup>12</sup> San Diego Workforce Partnership. *Telecommunications and Information Technology Report: The Economic Impact of Qualcomm, Driving San Diego's Technology Growth*. January 2013.

<sup>13</sup> Ibid.

## *Emerging*

In terms of economic and employment impact, emerging sectors do not have as much of a critical mass as the previous two categories, but they are new and expected to grow in the region. As one example of the robustness and growth expectations of these sectors, craft brewing in the Specialty Foods and Microbreweries sector grew 11% by volume and 12% by dollars during the same period that overall beer sales in the United States declined 1.0% by volume<sup>14</sup>.

Because they are new and emerging, these sectors are still being defined. SANDAG defines Advanced Precision Manufacturing as a newly established sector that supports the metalworking and machine manufacturing operations of technology clusters such as ICT. This sector received \$23.5 million in federal government procurement contracts in 2010, double the amount from 2008<sup>15</sup>.

After identifying the above list, SDWP then analyzed labor market data for each of the sectors using the Economic Modeling Specialists International (EMSI) Analyst program. The information was provided to the Business Services sub-committee for review so that members could identify the top priority sectors. After an extensive analysis and discussion, the subcommittee identified six (6) top priority sectors (two from each of the three definitions) for focus within the next five-year time frame:

1. Largest Growth
  - Green Jobs
  - Health Care
2. Rapidly Growing
  - Life Sciences
  - Information and Communication Technology (ICT)
3. Emerging
  - Specialty Foods and Microbreweries
  - Advanced Precision Manufacturing

The top two priority sectors with the largest growth were selected based on SDWP's commitment to focusing on sectors and occupations that best provide job seekers with financial security and/or self-sufficient wages. The Business Services sub-committee agreed that SDWP should focus on sectors that have opportunities for wages at or above San Diego's Self-Sufficiency Standard, which reflects what families need to make annually in order to make ends meet. This standard incorporates the real cost of living (housing, food, child care, health care, and transportation) in a specific geographic location. According to the Insight Center for

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<sup>14</sup> San Diego Association of Governments (SANDAG). *Traded Industry Clusters in the San Diego Region*. December 2012.

<sup>15</sup> Ibid.

Community Economic Development, with San Diego's high cost of living, the Self-Sufficiency Standard in 2011 was \$29,389 for an individual, \$62,829 for a single parent with two children in school, and \$83,640 for a family of four, a 22% increase from \$68,430 reported in 2008.

The sub-committee agreed that SDWP should focus on sectors that have opportunities for wages at or above the Self-Sufficiency Standard. The Entertainment and Hospitality sector had an average annual wage of \$26,080, which is well below the Self-Sufficiency Standard in San Diego. It was therefore eliminated from the list. Thus, the two largest growth sectors prioritized were Health Care and Green Jobs, which have annual average wages of \$61,825 and \$94,635, respectively.

As for the remaining two categories of rapidly growing and emerging sectors, per the recommendation of the Business Services Sub-Committee, SDWP developed a weighted scoring system to finalize priorities. The three factors taken consideration for the weighted model were:

- 1) The number of job openings (additional jobs by 2018);
- 2) The percentage of on-the-job training (OJT) opportunities; and
- 3) The average annual salary

The first factor (number of job openings) was determined after an assessment of the current economic situation and the projected trends of employment in both the industries and their associated occupations. According to the SDREDC and SANDAG, all nine clusters initially considered have major economic impacts on the San Diego region. To validate this, SDWP analyzed each sector's jobs, earnings, and sales multipliers with data from EMSI. EMSI also uses a jobs multiplier, which indicates the total number of jobs added to the region with each single job added to that particular sector. The number includes both the yield and initial added job. For instance, in the table below, the Green sector has a jobs multiplier of 3.00, which is made up of the initial job (1.0) and the further yield of 2.99 jobs to the region<sup>16</sup>. Similarly, with the earnings and sales multipliers, a single dollar of new earnings or sales made in a sector yields additional earnings or sales in the region.

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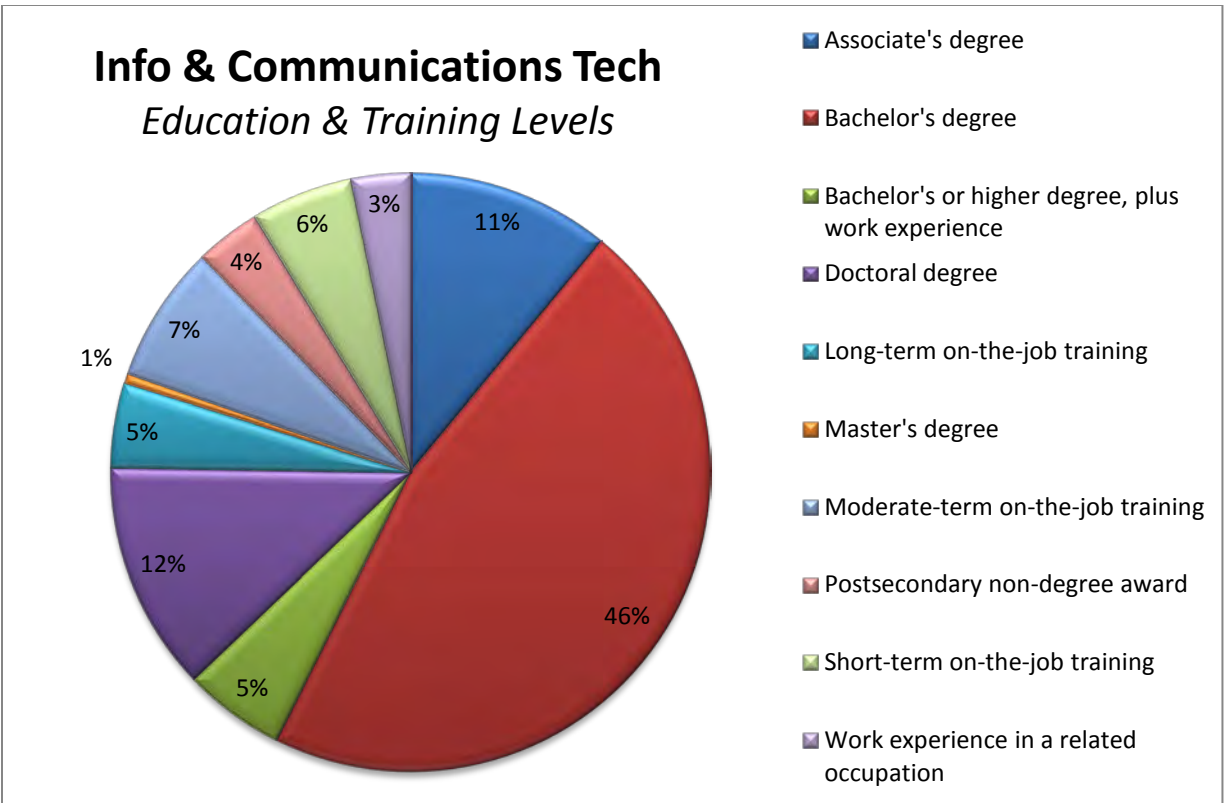
<sup>16</sup> Source: EMSI's model, incorporating data from the Bureau of Economic Analysis (BEA).

Sector/Cluster	Jobs Multiplier	Earnings Multiplier	Sales Multiplier
<i>Rapidly Growing</i>			
Life Sciences	5.19	2.47	1.80
Info & Communication Tech	3.55	1.96	1.81
Aerospace, Navigation & Maritime Tech	2.79	1.84	1.74
<i>Emerging</i>			
Advance Precision Manufacturing	2.42	2.00	1.52
Specialty Foods & Microbreweries	2.80	2.62	1.59
Sports Innovation & Manufacturing	2.54	1.79	1.67

Each of the sectors in the table above has more than a 2.0 jobs multiplier, which indicates that they are vital in producing additional direct, indirect, and induced jobs to San Diego. With this validation, the sub-committee proceeded to look at the total number of job projections as a factor in the weighted model. With more jobs available, job-seekers had more opportunities for employment in these sectors.

Using EMSI projections, the number of job openings was determined by the number of jobs to be added in each sector by 2018. The projections take into consideration the new job growth and the number of retirements or openings expected in each sector. For a more accurate estimation of the jobs available in these sectors, the projections were limited to the next five years. (EMSI's projections are limited and cannot account for uncertainties in the political and economic environments that may affect the sectors in further years.)

The second factor (percentage of OJT opportunities) assessed the required workforce skills and knowledge individuals need in order to find employment in these sectors. EMSI provided the associated education and training levels for the occupations within each sector. The information was broken down into different education and training levels for the subcommittee's review. The graph below depicts the jobs in the Information and Communication Technology, for example, and percentages of each of the different training levels required. Each of the sectors that the sub-committee reviewed included a pie graph similar to the one below.



The sub-committee prioritized sectors with occupations that have the largest percentage of on-the-job training opportunities with the assumption that these occupations can be targeted with workforce development funding. Long-term, moderate-term, and short-term OJT's were consolidated from the pie charts and used as a factor to review in the final weighted model. The table below breaks down the percentages of the number of jobs with on-the-job training opportunities versus the percentage of other education and training (A.A, B.A., PhD, M.A, etc.)

Sector/Cluster	% of Jobs with OJT Opportunities	% of Other Training & Education
<i>Rapidly Growing</i>		
Aerospace, Navigation & Maritime Tech	43%	57%
Life Sciences	25%	75%
Info & Communication Tech	18%	82%
<i>Emerging</i>		
Specialty Foods & Microbreweries	96%	4%
Sports Innovation & Manufacturing	55%	45%
Advance Precision Manufacturing	44%	56%

The third factor (average annual salary) focused on the average annual wages within the sector that can provide economic security, or as previously mentioned, wages that meet or exceed the

Self-Sufficiency Standard in San Diego. Drawing up data from EMSI, the subcommittee found that all of the rapidly growing and emerging sectors have salaries above the Self-Sufficiency Standard.

Sector/Cluster	2012 Avg. Annual Wage
<i>Rapidly Growing</i>	
Life Sciences	\$145,060
Info & Communication Tech	\$124,539
Aerospace, Navigation & Maritime Tech	\$106,772
<i>Emerging</i>	
Sports Innovation & Manufacturing	\$94,152
Specialty Foods & Microbreweries	\$60,443
Advance Precision Manufacturing	\$56,036

*Weighted Percentages*

In order to further analyze and prioritize the final industry sectors, the sub-committee suggested a weighted formula based on the importance of each factor in workforce development. The following indicates the sub-committee’s weighted percentages for each factor:

Factor	Weight
Number of Job Openings	50%
Percent of Jobs with OJT Opportunities	30%
2012 Avg. Annual Wage	20%

"Number of Job Openings" has the highest weight (50%) because sectors with the most job openings are more likely to hire and have more opportunities for job-seekers. "Percent of Jobs with OJT Opportunities" is weighted the second highest (30%) because SDWP training dollars are more likely to reach sectors with more on-the-job training opportunities. "2012 Avg. Annual Wage" has the least weight in this formula (20%) due to the fact that all annual average wages in these sectors are well above the Self-Sufficiency Standard, ranging from \$56K to \$145K.

Sector Clusters Points and Weights:

Sector/Cluster	Points for No. of Jobs by 2018	50% Wt.	Points for 2012 Avg. Annual Wage	20% Wt.	Points for OJT Opportunities	30% Wt.	Total Points
<i>Rapidly Growing</i>							
Life Sciences	3	1.50	3	0.6	2	0.6	2.70
Info & Communication Tech	2	1.00	2	0.4	1	0.3	1.70
Aero, Navi & Maritime Tech	1	0.50	1	0.2	3	0.9	1.60
<i>Emerging</i>							
Specialty Foods & Microbrews	2	1.00	2	0.4	3	0.9	2.30
Advance Precision Manufacturing	3	1.50	1	0.2	1	0.3	2.00
Sports Innovation & Mfg	1	0.50	3	0.6	2	0.6	1.70

With the sectors ranked according to the highest number of points, the sub-committee chose the top two sectors for each category, settling on the final list. For the rapidly growing sectors, Life Sciences and ICT ranked highest. For the emerging sectors, Specialty Foods & Microbreweries and Advanced Precision Manufacturing ranked highest.

The final priority sectors, then, for SDWP are:

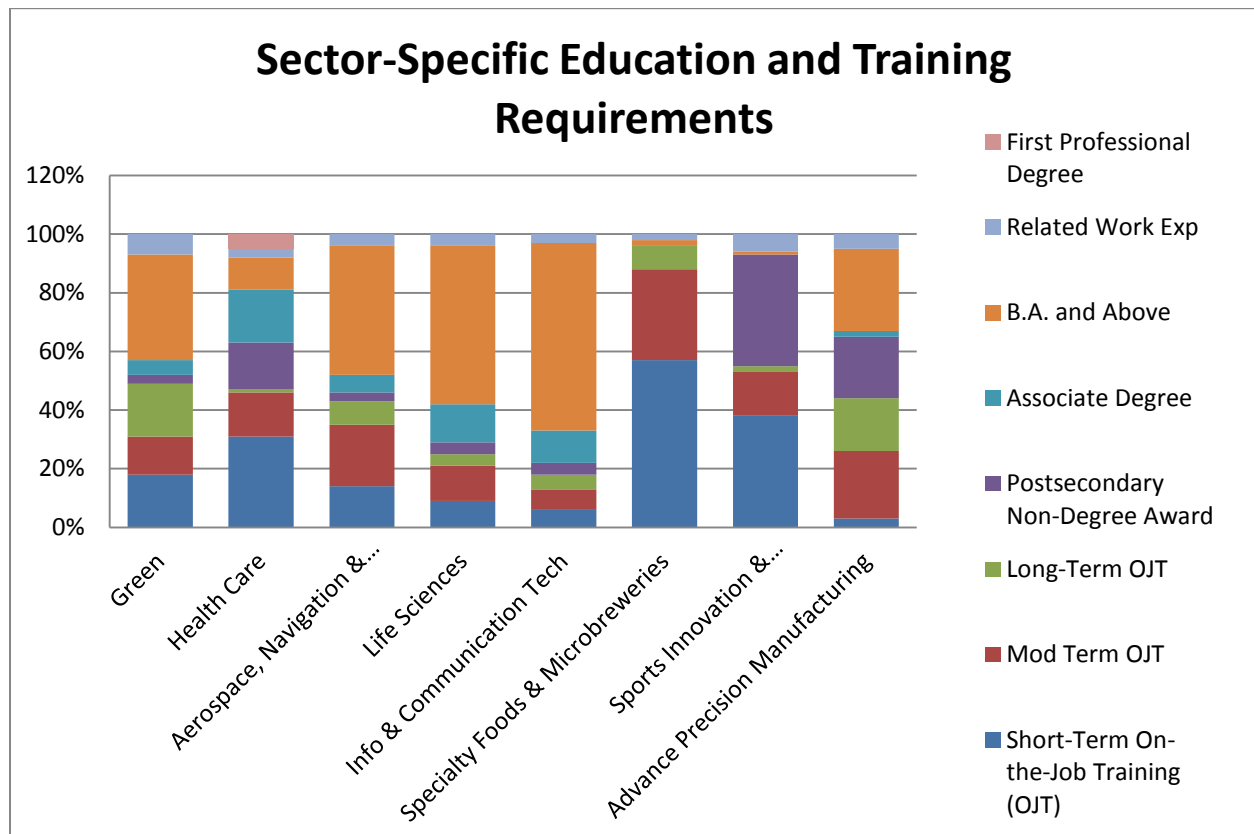
1. Largest Growth
  - Green Jobs
  - Health Care
2. Rapidly Growing
  - Life Sciences
  - Information Communication Technology (ICT)
3. Emerging
  - Advanced Precision Manufacturing
  - Specialty Foods and Microbreweries

***Based on the local area economic and workforce information above, an analysis of the skill and education gaps for all individuals in priority sectors within the local area or region;***

Creating new strategies to meet the needs of the priority sectors required review of an additional analysis, this one pertaining to the workforce skill and education gaps in each potential sector. The first step was getting full clarity on the current and upcoming needs of employers. EMSI



data was used to create the graph below, which depicts the minimum education and training requirements and their percentage breakdown for jobs within each sector (the training levels are for jobs projected to be in the region by 2018). Five out of the eight of all initially-considered sectors require at least a bachelor’s degree and above for over 30% of their jobs. This is particularly relevant for youth services, as these highly-educated positions are only expected to increase in the future. As many authors note, the college degree is the new high school diploma for not just upcoming jobs, but basic level ones as well<sup>17</sup>. The local region must keep up with the minimum educational requirements in the sectors vital to San Diego.



In addition to analyzing quantitative data, over the past year SDWP conducted industry-specific research to further understand employers’ needs and develop strategies to close potential skill gaps. As described earlier in this section, local employer surveys and interviews revealed that many San Diego employers have difficulty finding both entry and non-entry level employees. More specifically, 3 out of 5 (58%) of San Diego’s ICT sector have difficulty finding qualified applicants for non-entry level jobs, and more than 2 out of 5 (44%) have difficulty finding qualified applicants for entry-level positions<sup>18</sup>. An example of specific needs can be found around technology-driven sectors, which must integrate development of the following skills: a

<sup>17</sup> Rampell, Catherine. “It Takes a B.A. to Find a Job as a File Clerk.” *The New York Times*. 19 February 2013.

<sup>18</sup> “The Economic Impact of Qualcomm: Driving San Diego’s Technology Growth.” *San Diego Workforce Partnership*. January 2013.

commitment to higher learning, digital literacy, initiative and flexibility<sup>19</sup>. Similarly, most long-term employment opportunities in ICT require not just industry experience and know-how, but also a four-year degree and/or above. Job-seekers who want to move into these types of well-paying industries will need to plan for this level of education, either before moving into the industry or while working in an entry-level position to gain work experience. Programs should look to support and incentivize those job-seekers who are simultaneously working and completing their requirements for a bachelor's degree<sup>20</sup>.

Additionally, the research showed that, in order to provide opportunities for job-seekers, strategies should include the following: developing opportunities for entry-level work experience as well as exposure to career pathways in telecommunications and information technology, identifying and supporting intermediate career opportunities that allow individuals to work and move towards completion of a four-year degree, and emphasizing the importance of learning new technologies to students and job-seekers<sup>21</sup>.

Though education will be critical for job seekers, work experience and knowledge of specific industries cannot be ignored. For example, and similar to the ICT sector, maritime industry employers are more likely to cite *industry-specific* skills (as opposed to cross-cutting work skills) as the greatest deficiency among job candidates. Opportunities for specific industry work experience and knowledge can be developed through internships, job-shadowing, teacher training, and establishing career pathways that are agreed upon between employers and educators<sup>22</sup>. Workforce development strategies need to emphasize these education and business partnerships.

Additionally, focus groups with business representatives revealed that individuals who want to work in these industries must understand the soft skills that employers desire. For instance, technology employers are no longer focused solely on hiring individuals who have very specific technical skills, such as computer programming in a specific language, but also seek individuals who can learn new technologies, initiate new programs, take on new responsibilities, and who are able to communicate the nuances of their responsibilities and their industry to others<sup>23</sup>. The conclusion is that workforce training and education programs need to incorporate all employer expectations into their curricula.

***A description of the characteristics and employment-related needs of the local area population and diverse sub-populations, including those from target populations such as racial, ethnic, linguistic groups, older persons, youth, veterans, individuals with disabilities, native Americans, etc.;***

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<sup>19</sup> Ibid.

<sup>20</sup> Ibid.

<sup>21</sup> *The Economic Impact of Qualcomm: Driving San Diego's Technology Growth*. San Diego Workforce Partnership. January 2013.

<sup>22</sup> *The Economic Impact of Qualcomm: Driving San Diego's Technology Growth*. San Diego Workforce Partnership. January 2013.

<sup>23</sup> Ibid.

While it is important to understand the education and skills required by the employers, meeting employer demand through workforce development funding also requires an understanding of the local population and different demographics served on the supply side of the equation. Population-specific research is crucial in identifying the employment needs of the county's diverse population, including those from such targeted demographics as ethnic groups, older persons, youth, veterans, individuals with disabilities, and the formerly incarcerated. SDWP consistently seeks to develop a deeper understanding of the skills, abilities, and work experience profiles of these different job-seeker segments. This understanding then leads to regional workforce development strategies that best match employers' demands with job seekers.

San Diego is undoubtedly made up of diverse populations, each with population-specific social and economic challenges that hinder their employability. Just one example is the population living with homelessness. Research released last year showed San Diego has the third-largest homeless population among major American cities, yet receives less money from the federal Housing and Urban Development Department than other metropolitan areas with smaller homeless populations (San Diego ranks 18<sup>th</sup> in the country for federal funding).<sup>24</sup> Lacking support to meet its most basic needs, the homeless population faces inevitable challenges in obtaining required training for employment, or even being considered as candidates for hire.

Another example of a population with unique needs is older workers, who also struggle in San Diego. According to the Insight Center for Community Economic Development, job-seekers ages 55 and older are more likely to experience long-term unemployment and have difficulty finding jobs than younger job-seekers<sup>25</sup>. The older population is a fast-growing segment of the workforce, which will only continue to grow due to the overall aging of the population. Based on census information between 2000 and 2010, nearly 60% of the county's overall population growth came from those ages 55 and older. The unemployment rate for mature workers ages 55 to 64 in 2010 was 10.3% and has grown faster than any other group (except those 24 and younger)<sup>26</sup>. One of the major employment challenges older workers face is obtaining jobs with good pay and benefits. To overcome this, older workers need to update their skills, becoming competitive with emerging sectors in a transitioning economy. Unfortunately, older workers also face employer perceptions that they are more costly and/or less productive than their younger counterparts. Many older workers also face socioeconomic challenges that hinder their competitiveness in the workforce— and are in need of support such as housing, transportation, affordable health care, and financial assistance.<sup>27</sup>

Already a diverse region, San Diego County is only becoming more so. Between the 2000 and 2010 censuses, the county became “majority-minority”. The White, non-Hispanic population

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<sup>24</sup> Bennett, Kelly. “SD’s Share of Federal Homelessness Funding Doesn’t Add Up.” *Voice of San Diego*. 4 March 2013. [http://www.voiceofsandiego.org/government/article\\_b0d23434-8375-11e2-abd2-0019bb2963f4.html](http://www.voiceofsandiego.org/government/article_b0d23434-8375-11e2-abd2-0019bb2963f4.html)

<sup>25</sup> *THRIVE!* Helping Older San Diegans Get Good Jobs through an Industry Sector-Based Approach. Insight: Center for Community Economic Development. March 2012.

<sup>26</sup> Ibid.

<sup>27</sup> Ibid.

now makes up about 48.5% of the overall population, compared to 55% in 2000. Latinos have increased in their representation from 26.7% in 2000 to 32.0% in 2010. Asians and Pacific Islanders have increased from 11.4% to 14.2%, and African Americans have increased from 5.7% to 6.3%<sup>28</sup>. In addition, more than 13,000 refugees of all nationalities have relocated to San Diego County, making it one of the largest refugee communities in the nation<sup>29</sup>. This large refugee population faces not only economic and social challenges, but English-language difficulties that hinder their ability to obtain a job that matches their profession in their home countries. English as a second language (ESL) classes in San Diego have become overcrowded to meet growing demand, with wait times for classes increasing nearly 14 times from 2009 to 2011<sup>30</sup>. The resettled refugee youth population fares no better. Public schools are finding it increasingly difficult to meet the needs of older children in developing their English reading and writing skills. Many teachers do not have familiarity with the native languages of incoming refugees, which include Arabic, Burmese, or Karen languages. Most of these students are in 7<sup>th</sup> and 12<sup>th</sup> grades and possess a 2<sup>nd</sup> or 3<sup>rd</sup> grade reading level. Such disparity leads to more problems for these youth, including the desire to drop-out and social tensions with their peers<sup>31</sup>.

Veterans also face specific challenges and needs. With an influx of veterans joining the civilian workforce, workforce developers must identify the sectors and industries that value this group as an employment resource. The good news is that a number of employers have expressed interest in hiring veterans, particularly in the Maritime and Green Sectors. More than 90% of maritime-related employers surveyed indicated a willingness to hire veterans. (Additionally, research found that nearly three quarters are willing to hire persons with disabilities, and more than half are willing to hire ex-offenders<sup>32</sup>.)

The list of workforce challenges and needs facing these populations only continues to grow. Understanding both the needs of the employers and the individuals serves as the first step in connecting the two. The next step is to match targeted populations with employers who have a commitment to hiring them.

***An analysis of the challenges associated with the local area population attaining the education, skills, and training needed to obtain employment;***

While many challenges are population-specific, there also exist socio-economic issues that touch all of these populations, affecting their ability to attain the education, skills, and training needed for employment. United Way of San Diego (UWSD) identifies many San Diegans as stuck in positions that have no opportunities for professional advancement. In short, they are “working

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<sup>28</sup> Ibid.

<sup>29</sup> Replogle, Jill. “Iraqi Refugee: Not Enough Help for a Growing Population.” Fronteras: The Changing America Desk. 2 November 2011. <http://www.fronterasdesk.org/news/2011/nov/02/immigration-refugee-iraq-war-middle-east-resettle/>

<sup>30</sup> Ibid.

<sup>31</sup> “Refugees in San Diego.” *Episcopal Refugee Network*. March 2013. [http://episcopalrefugeenetwork.org/refugees\\_in\\_san\\_diego.htm](http://episcopalrefugeenetwork.org/refugees_in_san_diego.htm)

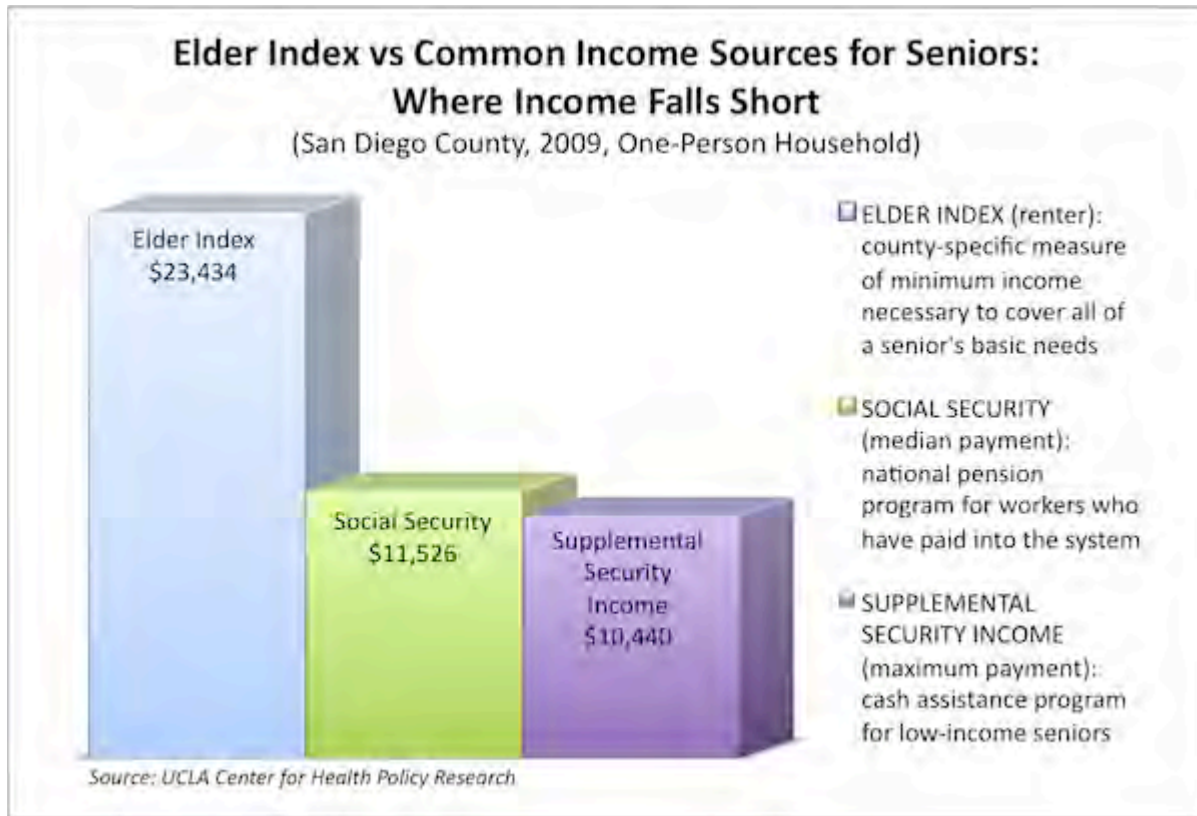
<sup>32</sup> *Maritime Industry Study 2012*. San Diego Workforce Partnership. September 2012.

hard, but falling short” on their path to financial self-sufficiency. One in three working San Diego County households—an estimated 229,000—do not earn enough to make ends meet<sup>33</sup>. With San Diego’s high living expenses, families that are currently working in occupations that pay below the Self-Sufficiency Standard have difficulty finding better opportunities for employment. As reported earlier in this section, the Self-Sufficiency Standard reflects what families need to make annually in order to make ends meet. This standard incorporates the real cost of living (housing, food, child care, health care, and transportation) in a specific geographic location. According to the Insight Center for Community Economic Development, a family of four needs \$63,000 a year in California to be self-sufficient, a \$10,000 increase since 2008. With San Diego’s high cost of living, the numbers are significantly higher in the county itself. The Self-Sufficiency Standard in 2011 was \$29,389 for an individual, \$62,829 for a single parent with two children in school, and \$83,640 for a family of four, a 22% increase from \$68,430 reported in 2008. What is most alarming is that the median household income in San Diego County was only \$59,923 and 34% of families were living in economic hardship in 2011. When families cannot afford even the most basic expenses, they encounter difficulty in providing child care, transportation, health care and other expenses that affect the entire family’s well-being.

For special populations and the working poor, this difficult financial situation is further exacerbated. Just one example is seniors looking for work. While social programs do exist to support them, those programs use the Federal Poverty Guidelines (FPL) to determine eligibility. The FPL uses the same dollar amount across the country, not taking into consideration the varying living costs. The financial challenges facing this community are further illustrated by the Elder Economic Security Standard Index (Elder Index), a county-specific measurement that includes *all* of a senior’s basic costs, including food, housing, medical care, and transportation. The following chart illustrates the disparity between the Elder Index and the Social Security and Supplemental Security Income measures:

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<sup>33</sup> “Our Mission Work.” United Way of San Diego. March 2013.



The Elder Index shows that a single adult who is 65 years or older and rents housing in San Diego County needs at least \$23,434 per year, or \$1,953 a month, to cover most basic needs. According to the UCLA Center for Health Policy, about 42% or 131,000 of all adults ages 65 and older in the county do not have adequate income to cover their basic expenses. Elders of color have been noted to experience even greater challenges. About 75% of the elderly Latino population and 63% of elderly African-Americans do not have adequate income to meet their basic living needs<sup>34</sup>. Such gaps only further hinder the efforts of older workers to attain the education, skills, and training needed for employment.

***A discussion of the ability of the local area's workforce programs to meet the skill needs of priority sector employers in the local area or region and close any identified skill gaps.***

Constant change in large, rapidly growing, and emerging sectors, combined with continually-evolving technology, requires continued and targeted efforts to meet the needs of priority sector employers and close skills gaps. Significant efforts are currently underway to analyze and meet these ever-evolving skills needs. For example, employers in the Green Sector's water and wastewater field require ongoing trainings, programs, and certificates to keep their workers up-to-date on new technologies. Over 90% of firms report an interest in a community college program for water and wastewater operators, and more than 90% of the firms also report interest

<sup>34</sup> *THRIVE!* Helping Older San Diegans Get Good Jobs through an Industry Sector-Based Approach. Insight: Center for Community Economic Development. March 2012.

in preparation for certification training through an industry specific association or group<sup>35</sup>. The community colleges in San Diego have identified this portion of the Green Sector as an important focus and have convened industry experts in not only the water industry, but also workforce development agencies all over California to discuss strategies moving forward. These types of partnerships with all workforce development entities are needed in order to meet the growing demand of employers.

Another example of current efforts to meet changing needs can be found with the youth population, where upcoming programs such as Connect2Careers and the Life Sciences Summer Institute (LSSI) focus on the science and engineering skills that ICT and other technology-driven sectors require. More information on the unique needs, programs and forward-moving strategies related to the youth population can be found in Section 5 of this plan.

While there have been notable efforts for workforce development programs to meet the ever changing needs of employers, one of the major challenges for workforce development is raising awareness of the workforce programs' existence and the nature of the assistance that the system can provide. For example, approximately 85% of the employers surveyed in the Maritime Industry indicated that they were not familiar with the workforce development system or its programs, but would take advantage of business service opportunities if given the opportunity.<sup>36</sup> San Diego's small businesses, which are active in expanding employment in the county, also reflect a need for better awareness about available workforce services. The good news is that those who did experience an interaction with SDWP indicated a favorable opinion of the workforce programs. More importantly, the deeper or more established the relationship between the two, the higher the percentage of a very favorable perception of the SDWP<sup>37</sup>. With efforts to increase interaction and awareness of workforce training programs as a significant part of the overall strategy moving forward, the local area's workforce programs will undoubtedly be greatly assisted in meeting the skill needs of priority sector employers and closing identified skill gaps over time.

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<sup>35</sup> *Water & Wastewater Occupations in Southern California*. Centers of Excellence. November 2011

<sup>36</sup> *Maritime Industry Study 2012*. San Diego Workforce Partnership. September 2012.

<sup>37</sup> *Small Business Survey – Report*. San Diego Workforce Partnership. July 2010.

## **SECTION 3 BUSINESS SERVICE PLAN**

### **Business and Industry Goal:**

*Meet the workforce needs of high demand sectors of the state and regional economies.*

*Consistent with the Workforce Training Act, the CLEO and their Local Board shall establish a Business Service Plan that integrates local business involvement with workforce initiatives. This Business Service Plan at a minimum shall include the following:*

*Description of a sub-committee of the Local Board that develops recommendations for the Business Service Plan to the Local Board in an effort to increase employer involvement in the activities of the Local Board. The sub-committee members should be comprised of business representatives on the Local Board who represent both the leading industries and employers in the relevant regional economy and emerging sectors that have significant potential to contribute to job growth and openings in the local area or regional economy. If such a sub-committee does not currently exist, describe the steps the Local Board will take to establish this sub-committee and include its formation in the Local Board's bylaws [UI Code Section 14200(c)(9)(C)];*

The Business Services Sub-committee of the SDWP is comprised of large businesses in San Diego's priority sectors, small businesses, labor representatives, education representatives, community based organizations, and other stakeholders. Ongoing efforts will be made to ensure representation from all sectors that have significant potential to contribute to job growth. The Business Services Sub-committee was created to provide critical feedback and efforts in the development of this local plan and will be retained to ensure the plan's successful implementation, and to comply with Assembly Bill 698. The sub-committee's primary stated goal is to deliver quality services to all business customers. Ongoing responsibilities include reviewing progress on the strategies identified in the plan and revising them as warranted, a minimum of once each year. The sub-committee will enable San Diego stakeholders to leverage resources, increase system efficiency, and reduce duplication to improve outcomes.

The future work of the sub-committee will align perfectly with the strength of SDWP in bringing partners together to combine various components and levels of expertise and execute innovative workforce development projects. All SDWP partners share in the desire to work jointly in preparing San Diego's current and future workforce by integrating academic, vocational, and social services with workforce development. The region has a solid history of collaboration between education providers (including K-12, adult education, community colleges, and universities), community based organizations, and business/industry.



***Description of the types of services the Local Board offers to businesses, including a description of how the CLEO and Local Board intend to:***

- ***Determine the employer needs in the local or regional area;***
- ***Integrate business services, including W-P Act services, to employers through the One-Stop delivery system; and***
- ***Leverage and braid other resources through education, economic development and industry associations to support OJT and other customized training ventures.***

SDWP oversees the operation of a network of six uniquely designed One-Stop Career Centers and six branch sites located throughout San Diego County. This work will continue as a primary emphasis moving forward, with the specific integration of priority sector strategies into all initiatives. The One-Stop Career Center Network provides employment services to the general public, including career assessment, job training, and job referrals for San Diego City and County residents whether unemployed or employed. The network also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures. Current business services common to all regions in San Diego County include:

Job Posting	Customized Recruitment
Job Matching and Referral	Rapid Response
Training (OJT/Customized)	Job Fairs/Hiring Events
Information on bonding, labor laws, tax credits	Lay Off Aversion Assistance

Each center is comprised of a Business Service Team<sup>38</sup>, which is tasked with understanding the business community in its region. In addition to gathering feedback through ongoing research and workforce input mechanisms, the teams engage in sector mapping to formally identify employer needs, workforce challenges, and opportunities in the geographic regions. The sectors currently include Health Care, Advanced Manufacturing, Green Tech, and Biotechnology, which are all listed as priority sectors for this plan. Moving forward, the tasks associated with sector mapping will now be replicated for the additional priority sectors identified in Section 2. This strategy is important to the delivery of business services in San Diego County, as the mapping has emerged as an effective first step in truly understanding the economic and workforce development needs of these sectors. As an example, mapping of the healthcare and biotechnology sectors reveals some common skill sets needed by both industries, such as skills needed by medical lab technicians and scientists. This information can be of value to training providers in the development of innovative curriculum and the scheduling of programs.

Several years ago the Business Services Teams in all regions were restructured to better integrate business services and include a more diverse array of critical perspectives in developing strategies. Integrated teams currently include Employment Development Department (EDD)

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<sup>38</sup> Each One-Stop Career Center region has an integrated team of business service representatives.

Wagner Peyser (WP) funded staff and One-Stop Career Center Workforce Investment Act (WIA) funded staff. All business services staff are convened by SDWP on a regular basis to ensure the sharing of information and resources, reducing potential duplication in business services and increasing staff efficiency.

The Business Services Teams work with their local business communities to assist with hiring and training needs (with an emphasis on OJT and Customized Training needs), and will continue these critical partnerships into the future. Once the needs are identified, the teams work with the business and center partners to identify potential funding sources, then guide the business through the application process. The teams also refer job-seekers to the training, and monitor progress through completion of the project.

SDWP is committed to braiding resources from multiple areas, including apprenticeship training, employer paid training, and other agencies in the region that have funds to support training activities (such as the Health and Human Services Agency, Employment Development Department, Department of Rehabilitation, San Diego County Probation Department, and the San Diego Housing Commission).

Specific to apprenticeship programs, current apprenticeship trainings are offered by two community colleges in San Diego County. While it is a goal to expand these programs, limited funding presents a significant challenge. Only five registered apprenticeship training programs are on the ETPL, all of which are in the construction trade. To overcome this challenge, SDWP plans to develop programs in other occupations by working closely with labor and business partners on innovative solutions. As an example, Diego and Sons (a small printing business represented on the LWIB) created its own training program to teach graphic artists how to develop print-ready copy. Diego and Sons partnered with a community college on this training, inviting the schools' students to the facility. This kind of partnership between the employer and the college lends itself to the development of apprenticeship programs in a variety of occupations and sectors.

A strategy to enhance OJT work is to expand partnerships to further include those specifically related to the priority sectors. This past March, SDWP released a Request for Proposals (RFP) to secure a broker to develop OJT in these priority areas in San Diego County<sup>39</sup>. OJT unquestionably lends itself to the braiding of resources between the business partner and WIA funds, as the local policy requires that the employer pay 50% of the wage and SDWP pays the remaining 50% to offset the cost of training.

SDWP will also grow its strategic work with providers of postsecondary education, business associations, and the EDCs to identify and develop customized training programs in the priority industry sectors. One example is the current work of the SDWP to develop a customized training program in partnership with Escondido Adult Education and Palomar Health (a large

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<sup>39</sup> Note: Due to limited competition, SDWP rescinded this RFP and plans to reissue it in Program Year 2013/2014.

acute care health system). Palomar Health has identified the need for culturally competent medical interpreters with clinical skills in the healthcare industry. Escondido Adult Education is developing the training curriculum using its funds, and SDWP will use Health Profession Opportunity Grant (HPOG) funds from the Department of Health and Human Services to assist with the cost of training. Palomar Health will use its funds to identify and refer Certified Nurse Assistant internship applicants to the training and engage in job placement afterwards. SDWP plans to seek opportunities in the coming years to expand customized training and OJT. The mapping of the priority industry sectors will reveal gaps in the industries where training may be of benefit through these models.

***Describe how the CLEO/Local Board intend to accomplish the following:***

- o Identify training and educational barriers that hinder job creation in the regional economy;***
- o Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and***
- o Identify priority sectors that would likely contribute to job growth in the local area or regional economy if investments were made for training and educational programs.***

Section 2 of this plan details the process and outcomes involved in identifying the training and education barriers that hinder job creation in the regional economy, the skills gaps in the labor force that impact local business, and the priority sectors in San Diego County. The data-gathering and analysis used to determine these areas will be repeated annually to ensure SDWP has the most up-to-date information with which to create ongoing strategies. Additionally, SDWP will engage in ongoing dialogue with employer advisory boards and training institutions, ensuring the most current business demands in the priority sectors are met.

While significantly more detail on the barriers, gaps, and priority industry sectors can be found in Section 2 (and planned strategies to overcome identified challenges can be found in other sections of this plan), an overview of these areas is included here. One of the biggest barriers in training and education that hinders job creation in the region is the general lack of communication and understanding about what employers are actually seeking. Often training programs become antiquated and don't keep pace with the changing technology. There is also an issue of quantitative labor market information not revealing current and comprehensive business needs. An example of this can be found in the Healthcare industry. This industry recently expressed a concern about the relatively older age of clinical lab professionals, which will result in a number of retirements. Currently there are not enough up-and-coming workers prepared to fill this pipeline. Since this information was not revealed in the labor market data, training providers have not been developing related programs to address it up to this point.

To continually address barriers, gaps and needs into the future, SDWP will continue and replicate its work with its Health Professions Employer Advisory Board. Members of the board

include a hospital association, acute care health system, community clinics, County of San Diego HHSA, and a healthcare education provider. This advisory board provides guidance to SDWP on the skills gaps and training needs of the healthcare industry, especially as it relates to emerging needs created by the implementation of the Affordable Care Act. The diversity of this advisory board is critical to making appropriate decision on the deployment of training resources. SDWP will replicate this model by creating similar, singularly focused advisory boards for each of the six priority sectors. The advisory boards shall include existing networks, industry associations, chambers of commerce, and workforce development roundtables.

Related to skills gaps, SDWP will continue to expand upon the significant amount of data that came from industry-specific research conducted over the past year to further understand employers' needs and identify strategies to close potential gaps. As stated elsewhere in this plan, based on local employer surveys and interviews, many San Diego employers indicate a difficulty in recruiting both entry and non-entry level employees. More specifically, 3 out of 5 (58%) of San Diego's ICT sector have difficulty finding qualified applicants for non-entry level jobs and more than 2 out of 5 (44%) have difficulty finding qualified applicants for entry-level positions. SDWP is currently working with the San Diego North County Chamber of Commerce on the development of strategies designed to survey employers on both needs and demands of their current workforce skill gaps and will continue to conduct this type of primary research to identify the skills gaps in each priority sector.

As identified in Sections 1 and 2, the priority sectors expected to contribute to job growth in the local area if investments are made for training and educational programs include Green Jobs, Healthcare, Life Sciences, Information Communications Technology, Advanced Precision Manufacturing, and Specialty Foods and Microbreweries. It is important to note that the SDWP has already made, and will continue to make, significant investments in training for five of the six priority sectors. The emerging sector of Specialty Foods and Microbreweries is one that training providers are just beginning to recognize and develop training programs for in the county.

***Describe how the CLEO/Local Board will accomplish the following:***

- o Partner with priority-sector employers to develop potential OJT and other customized training strategies;***
- o Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development; and determining appropriate lengths of training;***
- o Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high-demand industries and to ensure they are being identified as a critical pipeline of workers;***

- o Foster collaboration between community colleges and DIR-DAS approved/Registered apprenticeship programs, through MOUs or other formal mechanisms. Explain how services funded by WIA and directed to apprenticeable occupations, including pre-apprenticeship training, are conducted in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area (UI Code Section 14230(3));*
- o Use innovative training strategies to fill skills gaps [include the Local Board's efforts to leverage additional resources to maximize the use of Individual Training Accounts through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations, and how business and industry involvement is used to drive this strategy];*

In his book, “The Coming Jobs War,” Jim Clifton reveals what people want most: “A Good Job. Good jobs are those that pay well and offer at least 30 hours of work per week. Good jobs strengthen families and communities.” SDWP is committed to creating innovative strategies to attach job-seekers to “Good Jobs.” One strategy to accomplish this goal is in the expansion of OJT and customized training opportunities.

SDWP defines an OJT program as one designed to help businesses hire and train persons who do not have sufficient experience and knowledge in the jobs for which they are being considered. OJT is an effective strategy to incentivize employers to hire those who they may not have otherwise considered. It acts as an avenue to build the relationship between the employee and the employer and thus attaches the employee to the workforce. OJT is a meaningful training product as it is a service to both the employer and the job-seeker. Employers obtain an employee that is fully trained to their specific needs and the employee is retained in a job that pays well.

As mentioned above, the Business Services Teams in each region will continue to be charged with employer engagement in each of the priority sectors, with a specific emphasis on the development and expansion of SDWP’s current OJT and Customized Training programs. Most of this work will continue to occur within the One-Stop Career Center Service Delivery System, though SDWP may also contract with brokers who specialize in working with specific industries and/or populations.

It is the goal of SDWP to better integrate the variety of service delivery systems and workforce development projects in San Diego County to develop collective goals and strategies. SDWP believes it is only through collective thought about how to best impact the region that true change can be accomplished and strategies that are demand-driven can be ensured. Throughout this plan, the SDWP has identified areas where partners work and will continue to work together in a variety of ways to accomplish meaningful outcomes. These outcomes include: increase high school graduation rates (Section 5), increase the success of adults who need remediation (Section 4), increase the number of people successfully completing training programs (Section 4), and

increase the competitiveness of the business community (Sections 3 and 6). This work will only be successfully accomplished by working collaboratively with business and industry in partnership with the education system and other stakeholders.

SDWP has a long-standing commitment to ensure that all services provided through the local service delivery system are demand-driven. The Business Services Sub-committee of the SDWP will lead the convening of businesses, business associations, chambers of commerce, and economic development organizations in each of the priority sectors. Targeted outreach to priority sector businesses is also a part of the strategy. Resources will be evaluated against industry needs and allocated toward those sectors of high-growth/high-demand as identified in this plan.

One primary strategy to meet business needs is to bridge the divide between youth service providers and the adult service delivery system. This will be done in part by transitioning youth through an enhanced and comprehensive career pathway that ensures effective training. Another strategy to better prepare individuals for employment in the priority sectors and meet business needs is to work closely with the San Diego County Office of Education to better align K-12 programs with postsecondary education. An example of a successful project that will be replicated is underway in the North County region of San Diego, where high school juniors and seniors are engaged in Healthcare Essentials training. SDWP worked with the City of Escondido, Escondido Adult Education, and a local youth service provider to advance the eligible youth into Certified Nurse Assistant training. Those who completed the training have become employed with local business partners and have also entered training programs along their career pathway. What is even more important about this type of collaboration is that the training of the youth (most of whom are first time graduates of postsecondary education in their family) forever changed their families, many of whom are from minority communities and tend to prioritize work over education. Today, some of the parents are requesting education assistance, a significant outcome for both the good of the community and the good of the businesses within the community. The project is in its third year. This type of program also represents a new level of innovative thinking, which will also be replicated and facilitated in future strategies.

Another primary objective for SDWP is to use apprentice trainings to assist specific populations who are in need of work but do not currently possess the skills to find the right jobs. SDWP recognizes that traditional training programs are not for everyone, and believes apprenticeship training and other innovative, non-traditional programs provide a valuable service to businesses and job-seekers. As identified earlier in this section, in San Diego, most apprenticeship training occurs in construction trades. SDWP is committed to expanding these programs into the identified priority industries. One example is the work done over the past two years in partnership with the State Department of Industrial Relations and the San Diego City Community College to explore the development of a registered apprenticeship training program for the Healthcare industry. SDWP is committed to entering into an MOU between the

community college and DIR-DAS to continue examining avenues through which trainings can be developed.

Another effort to develop innovative training strategies to fill skills gaps includes SDWP's initiative to leverage additional resources and maximize the use of Individual Training Accounts (ITA). SDWP will continue to work closely with business partners to ensure ITA training aligns with business needs. Moving forward, all ITA training will be focused on the priority sectors, which will result in employment at the completion of the training. SDWP plans to work with partners to create a matrix of resources available to help individuals successfully complete their trainings. This matrix will be used to identify where partners can leverage each other's resources and further the braiding of funds.

***Promote Rapid Response as a proactive intermediary for priority industry sectors (rather than as a reactive service only for layoff response); and***

***Identify how Rapid Response will develop effective early layoff warning systems and layoff aversion strategies;***

***Identify how Rapid Response assistance and appropriate core and intensive services are made available to those covered by the TAA program.***

SDWP currently contracts with the San Diego Regional Economic Development Council (SDEDC) to provide rapid response services to businesses in all regions of San Diego County who are facing lay-off or closure. Layoff aversion strategies deployed by SDEDC currently include:

- Pre-feasibility studies to avoid a closure by providing an option for a company or group (including its workers) to purchase the company and continue its operation;
- Incumbent worker training, including employer loan programs for employee skill upgrading; and
- Linkages with economic development activities at the federal, state, and local levels, including federal Department of Commerce programs and available state and local business retention and recruitment activities.

While layoff aversion efforts with SDEDC have been fruitful, SDWP plans to expand current strategies by implementing best practices proven to be successful with other workforce investment boards in California. One option for consideration, which is available through Rapid Response, is to partner with business intermediaries known for business assessment expertise. These entities can analyze the status of at-risk businesses and implement proactive business intervention strategies, such as upgrading skills training for at-risk employees <sup>[1]</sup>. For instance, the WIB in San Bernardino County has been working on a Manufacturing Sector Layoff Aversion and Business Assistance Initiative, which addresses the needs of employers who are in

imminent threat of layoffs. This initiative focuses on the manufacturing sectors and collaborates with the Manufacturing Extension Partnership (MEP), which has two operating centers in California (Corporation for Manufacturing Excellence (MANEX) and California Manufacturing Technology Center (CMTC)). With such resources to assist at-risk businesses available near San Diego, SDWP plans to partner with these entities to enhance current strategies. CMTC's Southern California MEP Center has actually already collaborated with eight local WIBs in 2010 and 2011, working with over 125 manufacturers in the region to proactively identify company risks before they escalate. The total result has been the creation of approximately 350 jobs and the retention of over 1800 jobs, along with \$60 million in increased sales and \$50 million in retained sales<sup>[2]</sup>. The Government Accountability Office (GAO) has identified this partnership with MEP as one of the best practices funded through WIA government dollars, with a substantial return on investment. SDWP will explore the replication of this best practice not only in Manufacturing, but in all of the priority sectors.

Based on the rapid response assistance, companies identified and certified as TAA eligible will continue to be targeted by EDD. EDD operates the TAA programs in each of the One-Stop Career Centers as part of the integrated service delivery system. Moving forward, TAA eligible employees will continue to be specifically referred to the One-Stop Career Centers for core and intensive services for which they are eligible.

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<sup>[2]</sup> Oates, Jane. Assistant Secretary, Employment and Training Administration. "Benefits of Collaboration Between State/Local Workforce Investment Boards and the Manufacturing Extension Partnership (MEP) Program. Department of Labor. 17 April 2012.



## SECTION 4 ADULT STRATEGIES

### Adults Goal:

*Increase the number of Californians who obtain a marketable and industry-recognized credential or degree, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, disabled individuals, and other at-risk populations.*

*Describe the local board's vision for alignment of the regional education system to develop career pathways and meet the educational needs of workers and priority-sector employers.*

Moving forward, SDWP will continue to expand on its critical work through its network of six full service One-Stop Career Centers and six satellite centers strategically located throughout San Diego County. There are also five community college districts with 13 schools and four public universities located throughout the county. The SDWP has a rich history of working in collaboration with the community colleges and universities. Just one example is the “Doing What Matters” initiative currently conducted by the community colleges. This initiative includes reaching out to businesses for input on their workforce needs, and designing curriculum specifically to meet those needs. “Doing What Matters” provides community colleges with an opportunity to become essential catalysts to California’s economic recovery and jobs-creation at the local, regional, and state levels. (“Doing What Matters” for jobs and the economy is a four-pronged framework to respond to the call of nation, state, and regions to close the skills gap. The four prongs are; give priority for jobs and the economy, make room for jobs and the economy, promote student success, innovate for jobs and the economy.) By working in collaboration, SDWP and the community colleges align efforts toward the development of career pathways that span the youth and adult service delivery systems.

SDWP will also continue to partner and enhance its work with the regional education system, with an emphasis on public education (community colleges, universities, and K-12 education). Efforts will include the convening of steering committees, advisory councils and other groups to develop and align educational programs that are specific to the needs and career pathways of the identified priority sectors. SDWP will leverage existing employer relationships to ensure critical sector representation on advisory boards and committees.

By having representatives from both educational programs and employers at the table, SDWP will capitalize on the opportunity for employers to have direct input on the specific education and skills gaps they are experiencing. As discussed earlier in this plan, one of the reasons these convening are so important is because labor market data does not always fully reveal the gaps and challenges the industry may be experiencing. As an example, one of the community college districts in San Diego recently convened representatives from the water and waste water industry. It was revealed that these employers are concerned about the average and relatively older age of the workers in the industry, which may soon lead to a workforce shortage due to

retirements. With this valuable information made available to the workforce development and education system, the SDWP and its partners can be responsive in developing training programs specific to these occupations and prepare the workforce for future employment.

***Include detailed actions to address the following state priorities:***

- ***Increase the number of career pathway programs in demand industries;***

Now that the priority sectors for the next five years have been identified and analyzed through the development of this plan, SDWP will be able to focus on enhancing career pathway programs specific to the needs of the local businesses within these sectors. Understanding that much of this work is already underway through its partners, SDWP will convene stakeholders to work collectively to identify workforce development goals and strategies for each sector. Each goal can then be aligned with the education system, from K-12 through post-secondary education, to provide the workforce with specific skills that meet the needs of each industry. SDWP will work with the education providers to develop pilot projects to test strategies specific to each goal.

SDWP has a history of convening industry and education representatives around training programs and career pathways that meet specific needs of industry, and will continue to build on this experience with a focus on the identified priority sectors. An example of one strategy is SDWP's plan to replicate its current customized training program with the National Tooling and Manufacturing Association (NTMA). NTMA members are in the emerging priority sector of Advanced Precision Manufacturing. In partnership with Mira Costa Community College and NTMA, a customized training program was developed to address identified skills gaps in this industry. NTMA worked in collaboration with the community college to create an educational program catered to employer specific needs. The One-Stop Career Center assists in identifying individuals suitable to training for this occupation, and NTMA members employ those who successfully complete the training.

Through enhanced and targeted convenings of stakeholders representing priority sectors, SDWP will uncover multiple methods to not only solve issues surrounding workforce development, but also enhance the specific skills and training job-seekers will need in his/her respective field. Staff will explore innovative approaches to informing job-seekers about training opportunities focused in the priority sectors. The mapping of these sectors will inform staff and job-seekers on the career pathways (both ladders and lattices) within the sectors. In addition to identification of the career pathways within the sectors, the information will inform education providers on the credentials necessary at each step of the pathway. This will result in the creation of specific strategies by job-seekers to earn stackable credentials that will move them forward on their pathway.

***Increase the number of adult basic education student who successfully transition to postsecondary education, training, or employment and reduce the time students spend in remediation;***

SDWP has identified a number of strategies to reduce the barriers for the successful transition of adult basic education students. One strategy is for SDWP, through its One-Stop Career Center Service Delivery System, to establish a more rigorous set of adult basic education assessments. Recent convenings revealed a gap in the current assessment system, which does not align with that of the public education system. SDWP will work closely with the community college system to create a uniform assessment that will better identify an individual's readiness to successfully transition to postsecondary education.

Another barrier faced by job-seekers in successful transition into postsecondary education is their lack of basic skills, which make it difficult for individuals to complete necessary pre-requisites. SDWP will enhance its supportive services policy to assist the job-seeker with all requirements necessary to expedite the time currently spent in remediation. The One-Stop Career Centers will build on their current leveraging of courses offered through the community colleges to assist with adult basic education. SDWP will also boost partnerships with local community based organizations and churches, which currently offer remediation in basic skills, ESL, and digital literacy. These community based organizations offer a valuable alternative in terms of flexibility, expediting the process of completing adult basic education when the community colleges are on break and/or are facing funding issues.

***Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training program in demand industries and occupations;***

The One-Stop Career Centers currently offer career exploration to all underprepared job-seekers, and will continue to do so with a specific emphasis on priority industry sectors. The career exploration is set up to identify the current skills and interests of job-seekers and compare those skills to those needed for employment in the local labor market. When it is discovered that a person does not have skills that match the local market (and in the future, the priority sectors) the person meets with a career counselor to explore training options. The local policy requires that all of those who enter training must research the training providers and their programs to make an informed decision prior to enrollment. This first step is important to the long term success of the candidate, helping to ensure that once enrolled, the program will be completed successfully.

SDWP also requires, and will continue to require, intensive coaching and case management services for all individuals enrolled in training programs. An assigned Workforce Advisor is responsible for ensuring the job-seeker is making progress in his/her training and identifying any support needs that will lead to a successful conclusion. In order to ensure the staff of the One-Stop Career Centers have the skills necessary to provide this level of service, SDWP raised the

bar two years ago and worked with University of California San Diego College of Extended Studies on the development of a Career Advisor Certification. All staff in the system are required to attend this training. SDWP also requires all staff working in the system to have a credential such as the National Association of Workforce Development Professionals (NAWDP) Certified Workforce Development Professional (CWDP).

Moving forward, SDWP will devote training resources to assist individuals who enter training specific to the priority sectors identified in this plan. Individuals will have the option of training through Individual Training Accounts (ITA), Customized Training with business partners, and/or On-the-Job Training.

Additionally, SDWP seeks to incorporate more internship and work experience opportunities to add a practical approach to the more theoretical model currently underway. This will be achieved in part as SDWP enhances its collaborations with businesses in the priority sectors to formulate volunteer or internship opportunities for enrolled job-seekers.

***Develop and implement a strategic layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment minimizing periods of unemployment;***

As stated earlier in this plan, SDWP currently contracts with the San Diego Regional Economic Development Council (SDEDC) to provide rapid response services to businesses in all regions of San Diego County who are facing lay-off or closure. Layoff aversion strategies deployed by SDEDC currently include:

- Pre-feasibility studies to avoid a closure by providing an option for a company or group (including its workers) to purchase the company and continue its operation;
- Incumbent worker training, including employer loan programs for employee skill upgrading; and
- Linkages with economic development activities at the federal, state, and local levels, including federal Department of Commerce programs and available state and local business retention and recruitment activities.

While layoff aversion efforts with SDEDC have been fruitful, SDWP plans to expand current strategies by implementing best practices proven to be successful with other workforce investment boards in California. More details and a specific example can be found in Section 3.

***Expand the availability of and participation in “Earn and Learn” models such as apprenticeships, OJT, and other customized training where workers can build skills while working.***

Moving forward, SDWP will place an emphasis on expanding the significant work done over the past few years to increase the utilization of “Earn and Learn” models such as OJT. One such

strategy is the provision of training resources specific to OJT through allocations to One-Stop Career Center operators. Another is entering into contracts with brokers to develop OJT for One-Stop Career Center job-seekers and special populations (specifically veterans and ex-offenders). SDWP will increase employer participation in these programs by convening business representatives and identifying strategies to increase their access and meet evolving needs. SDWP will also plan and deploy a campaign designed to make sure small businesses are consistently aware of these types of opportunities. This strategy will include the development of new collateral materials focused on engaging business customers with OJT opportunities.

Related to apprenticeship programs, SDWP will also expand on its work to align these programs with the community college system. Strategies include strengthening the involvement of labor and community college representatives to expand apprenticeship programs across different sectors. One example of an innovative new strategy is to build on the apprenticeship training currently confined primarily to traditional construction trades. By working with small businesses, the model will be replicated to priority sectors. It will lead to the design of training programs that combine classroom and on-the-job training in a way that meets the specific skill set needs of the small business. (Additional details on this strategy can be found in Section 3.)

## SECTION 5 YOUTH STRATEGIES

### Youth Goal:

*Describe the CLEO/Local Board vision for increasing the educational, training and career attainment of youth, consistent with the following state priorities:*

- *Increase the number of high school students who complete a challenging education, including math gateway coursework and industry-themed pathways that prepare them for college, “Earn and Learn” training through apprenticeships, OJT, etc., and other postsecondary training; and*
- *Increase opportunities for high school students and disconnected youth to transition into postsecondary education and careers.*

SDWP has a strong commitment to increasing the number of high school students who complete meaningful programs that prepares them for postsecondary education and training; and to increasing the opportunities for the students and disconnected youth to do so. To this end, SDWP has worked with representatives from its Youth Council, K-12 education, and public and private leaders to establish a clear vision and implement a strategic direction to align economic development, workforce development, and education initiatives and investments. This vision includes the following two overarching goals:

1. Creation of industry-themed career pathway models that keep youth engaged by connecting classroom experience to real life work activities; and
2. Meet the demands of business by providing youth with the necessary educational, occupational and other skills training and services needed for high demand occupations in the 21<sup>st</sup> century.

The key strategies for achieving these goals are:

- **Sector-Focus.** Align regional and local initiatives and investments around key economic sectors critical to regional economic development, including the priority sectors detailed in this plan.
- **Credential Attainment.** Expand access to postsecondary education that leads to degrees, industry-recognized certifications and other types of credentials by providing a wider set of high-quality education, training, and credentialing options throughout the county.
- **Education and Training Opportunities.** Expand youth access to a wide range of education and training opportunities, especially in high-demand occupations facing the most critical skill shortages. These opportunities include classroom and “learn-and-earn” models such as on-the-job based learning, job training, and registered apprenticeships.

They also include integrated academic and technical instruction such as bridge programs, as well as redesigned programs of study leading to stackable credentials.

- **Integrated and Seamless Services.** Provide workforce services through the seamless and comprehensive integration of education, training, and support services delivered through the network of youth funded partners and supported by diverse stakeholders, including education, juvenile justice, human services, and other systems/policies.
- **Employer and Jobseeker Services.** Improve access to information for both employers and youth jobseekers, and provide assistance in filling critical job openings with qualified jobseekers.
- **Data-Driven Solutions.** Improve the use of labor market information to anticipate and respond quickly to employer and worker needs, as well as continuously improve the performance of regional initiatives and ongoing workforce services.

***Description of the local area or region's eligible youth population and any special or specific needs they may face which are unique to the local area or region;***

Youth unemployment is a continuing problem in San Diego County. According to the California Employment Development Department's Labor Market Information Division, California's unemployment rate for workers ages 16-19 was 34.2% and for workers ages 20-24 was 17.6% as of August 2011.

State statistics report that approximately one in five high school students drop out over the course of high school. According to 2010/2011 data from the California Department of Education, the Statewide dropout rate was 14.7% for all students of all races. The February 2013 release from the California Department of Education<sup>40</sup> shows the four-year cohort dropout rate<sup>41</sup> for San Diego County was 11.0% for all students of all races, though the statistics vary significantly for students with different backgrounds and barriers. For example, the dropout rate for boys is higher than girls (12.6% vs. 9.4%). Additionally, particular racial or ethnic groups are more likely to drop out, reflecting the following dropout rates: African American, Not Hispanic (16.9%), Hispanic or Latino of any race (14.6%), Pacific Islander, Not Hispanic (14.4%), socio-economically disadvantaged (14.9%), English language learners (21.2%), and Special Education students (14.2%). Depending on the school district and population served, the dropout rate can range as high as 40%. Given these startling statistics, it is critical that San Diego's youth

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<sup>40</sup> <http://dq.cde.ca.gov/dataquest/cohortrates/GradRates.aspx?cde=37000000000000&TheYear=2010-11&Agg=O&Topic=Dropouts&RC=County&SubGroup=Ethnic/Racial>

<sup>41</sup> Cohort graduation rates do not include all of the students that graduated in a given year. By federal regulation, cohort rates only include graduates that earned their diplomas within a specific four-year period of time. Cohort rates do not include students who, for a variety of reasons, took longer than four years to graduate. Therefore, these rates are likely to be significantly lower for schools that emphasize reengaging former dropouts. Caution must be used when analyzing or comparing graduation rates for dropout recovery high schools and other alternative education schools serving former dropouts.

programs engage at-risk youth by creating a link between academic learning, work-based experiences, and career pathways, and SDWP is committed to this objective.

Challenges also exist for those youth not in school, and in the foster care, and juvenile justice systems. According to the County of San Diego Health and Human Services Agency's, Child Welfare Services (HHS CWS) data as of July 2013, a total of 3,333 youth were in out-of-home care. Additionally, according to San Diego County Probation a total of 4,125 youth were on probation and all were in desperate need of assistance. Overall, as the average unemployment rate in San Diego County continued to be 8.6% in October 2012, while the national unemployment rate was 7.5%. That rate was just 3.3% for individuals with bachelor's degrees or higher, 6.7% for individuals with some college or an associate's degree, 7.9% for high school graduates with no college, and 11.2% for those with less than a high school diploma.<sup>42</sup> Looking ahead, research from the U.S. Bureau of Labor Statistics shows that one-third of all job openings and nearly half of all new jobs created between 2010 and 2020 will require a postsecondary degree or credential.<sup>43</sup>

This information makes it especially important that SDWP connects youth to postsecondary education and training and supports them through completion. A primary focus toward this effort is on industry-linked programs and services that enable youth to reach their career goals, achieve economic self-sufficiency, and contribute to San Diego's economic future. To achieve this objective, SDWP has implemented a youth service delivery framework that incorporates career pathway models, which are proven to be successful in addressing the difficulties faced by at-risk and low-income youth.

***Youth activities available in the local area or region (Identify successful providers such as Job Corps);***

SDWP is committed to providing comprehensive services to eligible youth in San Diego County, especially those individuals with significant barriers to employment. The wide list of services provided in the region is made up of both WIA and locally required elements, including the following: tutoring, occupational skills, summer employment, leadership development, mentoring, supportive and follow-up services, work readiness skills training, computer and financial literacy, life skills, counseling, internships, and job placement.

These activities are all part of the career pathway service delivery model, which was implemented by SDWP last July after research showed it to have proven effectiveness. This model is designed to provide a comprehensive methodology for preparing all youth for both college and careers. It encourages youth to enter career pathway programs of study, starting with

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<sup>42</sup> U.S. Bureau of Labor Statistics (2012): <http://www.bls.gov/news.release/empsit.t04.htm>.

<sup>43</sup> U.S. Bureau of Labor Statistics (2012): <http://www.bls.gov/news.release/ecopro.nr0.htm>.



orientation courses that explore career options and address academic and other barriers to successful completion of an industry-recognized certificate, diploma and/or post-secondary degree. The program aligns SDWP strategies with ETA's strategic vision of funding career pathway models that keep youth engaged by connecting classroom experience to real life work activities, providing youth with the necessary educational, occupational and other skills training and services needed for high demand occupations in the 21<sup>st</sup> century. The initiative also incorporates mandated partnerships from secondary and post-secondary education, advanced skill training entities and/or apprenticeship training.

SDWP defines the career pathway model as a well-designed sequence of activities that includes quality education and training offerings, as well as supportive and wraparound services that enable educationally underprepared youth to advance to education and employment in a given industry or occupation. The career pathway model's delivery system of education, training, and employment services is designed to be integrated, aligned, and participant-centered. SDWP will expand and strengthen the career pathway model by providing an array of activities through the types of strategies listed below:

- Bridge programs providing expedited and innovative remedial education models to prepare students for postsecondary options;
- Identify innovative and developmentally appropriate instructional approaches to deliver educational activities such as GED, credit recovery and alternative education environments to complete a secondary school degree;
- Develop summer employment programs that connect youth with career interests and academics;
- Create work-based learning and enhanced instruction through job coaching or mentoring, job shadowing, and internships;
- Explore options for youth to earn college credits and/or work towards certifications while completing high school diplomas; and
- Expand activities and/or counseling to address negative behaviors and the consequences that prevent successful completion of training, and strategies for overcoming these barriers.

The youth-related education, workforce and education programs and initiatives are all coordinated through SDWP's Youth Council and its subcommittees, both of which include representation from education, workforce, and economic development agencies, business leaders, and community-based organizations.

All services are delivered through a network of funded independent youth service providers who engage in a bidding process to receive Title I Youth Formula funds. The funded partners are expected to fully engage industry associations, employers, unions, economic development,

education and workforce partners to build more effective career pathways, leading to industry-recognized credentials for workers to fill critical jobs.

SDWP continually encourages the funded providers to collaborate and leverage resources, as well as refer youth who are not eligible for WIA Title I funded services to other youth serving programs/agencies as appropriate. Local agencies that serve youth include but are not limited to: County of San Diego Health and Human Services, Department of Rehabilitation Services, Juvenile Justice System, and various community-based organizations.

One example of such collaboration is San Diego's Job Corps program. Though not a WIA-funded program, Job Corps serves as a valuable referral source. Through a network of campuses, Job Corps offers a comprehensive array of career development services to at-risk youth ages 16 to 24. Job Corps employs a holistic career development training approach, integrating the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and place-based learning experiences. The Job Corps Center Director chairs the Youth Council and works with funded partners as appropriate.

***Description of the CLEO/Local Board strategies to promote collaboration between the workforce investment system, education, human services, juvenile justice, Job Corps, and other systems to better serve youth that are most in need and have significant barriers to employment, and to successfully connect them to education and training opportunities that lead to successful employment;***

SDWP is strongly committed to continually enhancing efficiencies and excellence through meaningful collaboration and partnerships. SDWP's structure includes a Youth Council (mandated by the Workforce Investment Act (WIA)) to serve as an advisory subgroup of the LWIB. Council membership include educators, employers, representatives from human service agencies, juvenile justice, local law enforcement, community-based organizations and community leaders. Each member brings a special interest and expertise in youth services.

SDWP, under the guidance of this council, provides the major mechanism for promoting joint planning and coordination around the goals and strategies in cooperation with other partners in the workforce system, including the County Probation Department, Public Housing, Child Welfare Services, Health and Human Services Agency, community coalitions, community-based organizations, training providers, youth advocacy groups, One-Stop Career Centers, and adult workforce service providers with a specific emphasis on youth in need.

Through its long standing partnership with EDD Youth Employment Opportunity Program (YEOP), the One-Stop system provides services specifically geared towards youth needs. At the South County, South Metro and North County One-Stop Centers, youth access services that provide them with information and resources (e.g. financial assistance, scholarship programs

and internships opportunities) in priority industry sectors that lead to career pathways, access to postsecondary education, and opportunities for attaining industry recognized credentials to build a foundation for becoming economically self-sufficient and secure.

Additionally, members of the Youth Council and its subcommittees continually engage in dialogue to increase awareness of youth issues and establish linkages with other organizations in order to leverage program funds and/or information. Additional strategies related to efforts to leverage and braid resources can be found in the section below, as well as throughout other sections of this plan.

*Organizations or bodies such as the youth council designed to guide and inform an integrated vision for serving youth in the regional economy within the context of workforce investment, social services, juvenile justice, and education (describe the membership of such bodies and the functions and responsibilities in establishing priorities and services for youth);*

As described above, the Youth Council is the primary body providing expertise in youth policy, and is responsible for oversight of the contracted youth workforce development services and programs.

The required functions of the Youth Council are to advise the local WIB on the use of WIA youth dollars (allocated by formula to each workforce area and targeted for eligible disadvantaged youth) and assist in the identification, selection, and monitoring of local service providers. In addition, the council is responsible for:

- Overseeing the regional youth workforce system;
- Making youth program policy recommendations to the LWIB; and
- Developing the five-year strategic plan for Youth Services.

As described above, the LWIB and Youth Council both engage a broader network of public and private partners at the local level to plan and coordinate workforce development services in San Diego County. These boards meet regularly to review initiatives, promote joint planning and coordination, and establish task forces to address the most pressing local needs. The Youth Council is guided by its own five-year strategic plan that includes comprehensive goals designed to achieve an integrated vision for serving youth in the regional economy within the context of workforce development, social services, juvenile justice, and education. The document is also integrated with this local plan.

1. The Youth Council has four sub-committees, each with its own stated goal (listed below):

**Education/Career Pathways:**

- Goal: Youth workforce development programs are embedded in career pathways through an industry/sector strategy approach. In partnership with the K-12 education system, the

subcommittee will work to develop and establish strategies to identify students at-risk of dropping out and execute interventions to keep them engaged through alternative methods.

**2. Business/Industry:**

- Goal: The region's employers are engaged and committed to preparing our future workforce.

**3. Fund Development:**

- Goal: Increase discretionary/non-WIA funding for work experience youth program and the sustainability of special initiatives,(i.e. Life Sciences Summer Institute, Youth Development Office)

**4. Governance & Evaluation:**

- Goal: The council is the youth workforce development intermediary network for the region.

*Description of the use and development of demand-driven models with business and industry working collaboratively with the workforce investment system and education partners to develop strategies for bringing these youth successfully into the workforce pipeline with the right skills;*

SDWP provides targeted services for eligible youth as local, federal and state resources allow, and strives to develop and implement models that are both collaborative and demand-driven. As part of this work, SDWP is working in partnership with the City of San Diego and business partners on the expansion of the summer youth employment program. The future strategies of these efforts are expected to align youth employment goals and their skill development with business industry needs in the priority sectors identified in Section 2. Two examples of demand-driven programs developed through collaborations with industry, workforce and education to bring youth into and through the pipeline (and which will be replicated in future programs) are detailed below.

***The Life Sciences Summer Institute (LSSI)***

Initially funded in 2005 by the Presidents' High Growth Job Training Initiative, LSSI was launched by SDWP in partnership with BIOCUM and the Southern California Biotechnology Center at Miramar College (SCBC). The purpose of the program is to provide high school teachers and students with exposure and skills related to careers in the life sciences.

One key component of the LSSI is the student program, which includes a one-week boot camp to prepare students for work in a lab, followed by a summer-long internship in a lab setting. The program exposes youth to the lab environment and new career opportunities, and fosters general interest in science and technology.

Another component is the teacher program, which provides teachers with curriculum, experience, equipment, and contacts to incorporate the life sciences into their classrooms. The program gives context and examples for use by the teachers and provides innovative models and real world connections for the students. Additionally, teachers gain access to expensive equipment for use in their labs (typically on loan from participating organizations), which would normally be too expensive for school districts to acquire.

LSSI is such a successful model that it was used to re-design SDWP's summer youth employment program (CONNECT2Careers) launched in the spring of 2013.

SDWP has taken a number of the lessons learned from successful programs such as the LSSI model and used them in the implementation of programs such as the CONNECT2Careers San Diego. This new venture has ensured that the elements which contributed to the success of LSSI are a part of this new program. These lessons include connecting employers who are engaged and passionate about their work and industry with engaged industry associations and the education system.

### ***Connect2Careers San Diego (C2C)***

CONNECT2Careers aligns the career aspirations and backgrounds of young people with community-minded businesses to create meaningful summer work experiences. The program is based on evidence-based models proven to be effective in impacting high school graduation rates and positive youth transition into both the labor market and post-secondary education. The program provides youth the opportunity to earn money, gain meaningful work experience, and be exposed to various careers through work-based learning opportunities. Providing youth with this kind of quality structured employment and relevant work-based learning opportunities is shown to effectively increase the retention of youth in school through high school completion, increase school engagement, help students acquire the credentials needed to graduate and prepare for postsecondary education, and develop critical job skills.

### ***Linked Learning San Diego***

The SDWP has long been a champion for increasing high school graduation rates through our Linked Learning San Diego initiative. Linked Learning San Diego is a collaborative effort between the SDWP's Intermediary Network (previously school-to-career) and ConnectEd. Linked Learning San Diego is comprised of secondary and post-secondary, economic development, chamber of commerce and other business industry representatives. The Youth Council will serve as the oversight entity for Linked Learning San Diego. The mission of the collaborative is to align business, community and education to improve the college and career readiness of youth. Linked Learning San Diego has committed to specific "Measures of Success" which include:

- Increasing involvement of business, elected officials, community, parents, etc.

- Increasing A-G completion rates
- Increasing high school graduation rate
- Increasing college going/persistence rate
- Increasing youth employment rate in San Diego's targeted traded economies

Linked Learning San Diego will measure impact on high school graduation rates through the collection of predetermined data sets. Progress reports will be provided on regular basis at Youth Council meetings. SDWP is committed to working with key community partners to continue to increase the high school graduation rates in San Diego County.

***Practices used to ensure continuous quality improvement in the youth program;***

With a high commitment to continuous quality improvement in all programs, SDWP requires funded youth service providers to implement federal and local performance measures that encourage high quality outcomes and services in the local youth workforce system.

SDWP monitors performance of funded youth service providers throughout the program year using the Customer Information Services Reporting System (CISRS) local data collection and reporting system. Reports are produced and distributed to youth service providers as well as to various boards on a quarterly basis. In addition, youth service providers are expected to utilize the available data system reports and performance results with their respective staff on a regular basis.

SDWP also offers technical assistance sessions related to the local data system, performance management, and any best practices offered in the network of service providers. Trainings are offered at the beginning of each program year and as requested/needed. They are often conducted during the monthly network meetings to ensure maximum participation.

Youth service providers also share best practices with each other, and often seek to incorporate existing youth program components from other states that have proven success. Youth service providers, Youth Council members, and SDWP staff routinely attend conferences, including California Workforce Association (CWA), National Association of Workforce Development Professionals (NAWDP), and the Intermediary Network (INet), to gain and share best practices in the design and implementation of various youth strategies.

***Youth Development Office (YDO)***

SDWP is known for its ability to track and report on real time outcome data for its WIA funded programs. One example is the work of its Youth Development Office (YDO), created by SDWP to target and leverage resources in government, philanthropic, business, and community-based organizations to provide more positive opportunities to youth and help them thrive. The YDO focuses on continuous quality improvement as one of the core activities, and has developed a

common scorecard with partner’s data to guide the direction and emphasis of the partnership, track its impact in key indicators of youth development.

YDO objectives and outcomes are designed to build partnerships, reduce high school dropout rates, effectively reengage disconnected youth in education and work, help youth understand career pathway options, and encourage attainment of post-secondary degrees and other credentials. Specific objectives and outcomes are listed below.

<u>Objectives</u>	<u>Outcomes</u>
A. Work collaboratively with all youth-focused advisory commissions, and philanthropic and public agencies to reengage disconnected youth.	<ul style="list-style-type: none"> <li>● Coordinated funding strategy to support youth</li> <li>● Program planning takes into account alignment of funding</li> <li>● Coordinated services</li> <li>● Stakeholders consider the continuum of development (from infant to youth adult) when conducting programs to ensure that services are aligned.</li> </ul>
B. Focus on neighborhoods and communities with high levels of need.	<ul style="list-style-type: none"> <li>● Target areas will begin to implement specific strategies that reflect the collaborative approach to funding and program alignment.</li> </ul>
C. Use existing councils and commissions as a resources for information and new youth services methodologies.	<ul style="list-style-type: none"> <li>● Stakeholders are better informed of youth development activities across the county</li> <li>● Stakeholders use information to make programmatic and policy decisions, share data and develop a common agenda.</li> </ul>
D. Focus on systems to improve youth development outcomes. Identify, adopt, and utilize collective metrics to guide the work. Identify and advocate for legislative or regulatory improvement opportunities that lead to policy change.	<ul style="list-style-type: none"> <li>● Adopt existing collective metrics to create a “youth development scorecard” that is routinely reviewed and drives decision-making.</li> <li>● Technology utilized to drive data-informed systems to improvement opportunities.</li> <li>● Partners share data when they pursue common programmatic objectives.</li> <li>● Partners align programs and contracts to serve youth in the county.</li> </ul>

*The CLEO/Local Board’s strategy, goals and objectives for ensuring that every youth has the opportunity for developing and achieving career goals through education and/or workforce*

*training (including but not limited to: the youth most in need of assistance, such as out-of-school youth; homeless youth; youth in foster care; youth aging out of foster care; youth offenders; children of incarcerated parents; migrant and seasonal farmworker youth; youth with disabilities, and other at-risk youth).*

SDWP is committed to providing comprehensive services to all eligible youth in San Diego County, with a specific emphasis on individuals facing significant barriers to employment.

To this end, Title I Youth Formula Funds specifically fund career pathway models in the categories listed below:

- **In-School Youth Programs.** Targets youth ages 16-18 at risk of dropping out of school. In partnership with secondary education, these programs provide career exploration and work-based learning and career technical skills training, leading to high school graduation and links to an array of postsecondary options.
- **Out-of-School Youth Programs.** Targets youth ages 17-21, and provides access and entry into postsecondary education and/or occupational/technical skills training. These programs work in partnership with community colleges, advanced skills training entities, and/or four-year colleges and universities that lead to postsecondary degrees and/or industry recognized certifications.
- **Recovery and Reengagement Programs.** Targets youth ages 16-21 that have dropped out of secondary school or have been previously incarcerated, and who lack basic education to enter the labor market. The programs reconnect them to education and career pathway opportunities.

SDWP recognizes the need to implement different strategies to different groups/individuals to give every youth the right opportunity to develop and achieve career goals through education and/or workforce training. This strategy includes specific services for those groups most in need of training support, education and basic services in San Diego. To that end, specific programs/designs have been implemented to serve the following populations. Some examples are listed below.

### ***Foster Youth***

- **Independent Living Skills/Workforce Investment Act Program (ILS/WIA)** – Since 2007, the County of San Diego Health and Human Services Agency, Child Welfare Services (HHS/CWS) and SDWP, which all share a commitment to assisting youth aging out of foster care, have issued a joint request for proposals. This program targets current and former foster care youth ages 16-21 and equips them with the specific knowledge and skills needed to make informed decisions in key life areas. Services in these programs include education, employment, financial literacy, self-care and social development, along with other skills needed to avoid unemployment, dependency on public assistance, homelessness, or incarceration.



- **San Pasqual Academy (SPA)** - Since its inception in October 2001, the San Diego Consortium Policy Board has specifically requested that \$500,000 in WIA Title I Youth Formula funds be allocated to this program on an annual basis. SPA is a first-in-the-nation residential educational campus designed specifically for foster teens. Located in the northern part of the county in Escondido, SPA provides foster teens with a stable caring home, quality, individualized education and preparation for independent living. Currently SPA is licensed to serve a total of 186 youth and offers an alternative placement option for foster teens preparing for college and/or a career path.

### ***Homeless***

Through various partnerships/relationships, funded youth service providers are aware of the housing resources available from agencies like the Department of Human Services and community-based organizations. These partnerships allow the providers to leverage funds and assist homeless customers through referrals. The partners often serve as a clearinghouse to the resources, which include temporary shelter, food banks, and other support services.

### ***Ex-offenders***

There are currently three Recovery and Reengagement programs funded with WIA Title I formula dollars. They are strategically located in the Metro, North, and South regions of San Diego County. The programs target youth ages 16-21 that have dropped out of secondary school or are previously incarcerated/ex-offenders, and lack basic education to enter the labor market. The programs reconnect these youth to education and career pathway opportunities.

## **SECTION 6 ADMINISTRATION**

### **System alignment and accountability goal:**

*Support system alignment, service integration, and continuous improvement using data to support evidence-based policymaking.*

*Describe how the local board is a community leader on workforce issues compared with other organizations;*

Moving forward, SDWP will continue to build on its reputation as the region's workforce development broker, leading the way in creating workforce solutions for employers and employment and training solutions for individuals. As the only WIB in San Diego County, SDWP plays a unique role as the "go to" organization specializing in workforce development. With a nearly 40 year history of administering federal projects, SDWP is an established, credible leader in the community, developing and maintaining public and private partnerships that provide cost-effective, innovative, quality programs that promote individual self-sufficiency and address business needs. As one indicator of the strength of its structure SDWP implements strict systems and policies to ensure administrative controls that comply with federal rules and fiscal accountability, as well as excellence in the provision of services.

SDWP provides a comprehensive system of training, placement, and career planning for job-seekers throughout San Diego County. Businesses look to SDWP and its network of One-Stop Career Centers for qualified employees, for expertise in job training and supportive services, and for leadership in mobilizing public and private organizations to address workforce needs. SDWP's partners and training providers share in the desire to work jointly in preparing San Diego's current and future workforce by integrating academic, vocational, and social services with workforce development.

*Describe how the local planning process considered the regional training and education pipeline, including but not limited to K-12 education, CTE and vocational education, the community college system, other postsecondary institutions, and other LWIAs;*

As stated in detail earlier in this plan, SDWP convened various groups of stakeholders, including the Business Services Sub-Committee, to provide feedback and assist in the development of the local plan. Members of this sub-committee included designated representatives from the educational system. SDWP also convened the One-Stop Career Center network and its partners, which included representatives from the community college system.

Just one example of the valuable feedback received through this process is the information regarding the community college system's recently implemented "Doing What Matters" initiative. This initiative informs the design of their training programs, ensuring they meet the

skill needs of local business. SDWP plans to align its own strategies with processes like these in the community college system, allowing for the leveraging of each other's strengths and the sharing of knowledge related to industry labor market needs. This will move the network ever-closer to system alignment, expanding on the setting of collective goals to meet the needs of San Diego County's priority sectors.

***Describe how the local planning process engages key stakeholders, including the major priority-sector employers in the relevant regional economy and organized labor;***

During the local planning process, the Business Services Sub-committee of the SDWP met on a number of occasions and kept in close contact for the opportunity to provide valuable feedback on the plan creation. The sub-committee is a diverse group made up of businesses in the priority sector, education, organized labor representatives, and other community stakeholders. This sub-committee was guided through a thoughtful facilitated process that specifically addressed various components of the local plan.

***Describe the local board public comment process, including comment by representatives of businesses and organized labor and input into the development of the local plan prior to submission of the plan. Include any comments that represent disagreement with the plan;***

The local plan was posted for public comment for 30 days beginning April 12, 2013. The plan was posted to SDWP's website. Notice of the public comment period for the local plan was posted in local newspapers as well as announced through public service announcements. Additionally, the Business Services Sub-committee and the One-Stop Career Center Leadership Team was specifically asked and invited to provide feedback on the full plan. The Sub-committee included representatives from businesses, organized labor and education. SDWP also held a public forum open to all members of the public who wished to provide input and comment on the draft of the local plan prior to its final submission.

***Identify the entity responsible for the disbursement of grant funds. Provide a description of the competitive process used to award the grants and contracts in the LWIA for activities carried out under this plan;***

Under a Joint Powers Agreement entered into by the City of San Diego and the County of San Diego, SDWP is the designated agency to receive federal workforce development funds on behalf of both the City and the County and is thus the agency responsible for the disbursement of grant funds to local service providers. SDWP conducts its procurement policies and procedures in alignment with the OMB circulars and CFRs that guide its regulated processes.

The two primary types of procurements conducted by SDWP are for the operation of the One-Stop Career Centers in each region of the county, and to secure in-school and out-of-school

youth service providers. Each of these procurements is conducted simultaneously every five years. The purpose for conducting the procurements in concert with each other is to ensure a continuum of services designed to transition youth into the adult service delivery system as seamlessly as possible.

From time to time, SDWP will also conduct procurements for special projects, contracted training, or in response to the allocation of special grant funds. All procurements held by SDWP follow strict guidelines to ensure open and free competition. Proposals are reviewed by panels that include members of SDWP boards and subject-matter experts. Contract awards are approved by the appropriate boards prior to their execution.

***Describe the LWIA One-Stop system. Include as an attachment a list of the One-Stop locations in the LWIA;***

In San Diego County there are currently six full service One-Stop Career Centers, as well as six satellite centers with a seventh in development. Each of the centers enjoys a robust mix of partners (both mandatory and non-mandatory). Four of the current satellite centers are housed in the libraries of the City of San Diego, County of San Diego, and Escondido. The seventh satellite center in development will be housed in the new San Diego City downtown library. The partnership with the library system in San Diego is a perfect fit for the service delivery system, as job-seekers use the libraries when conducting job search activities. Housing workforce development professionals in these libraries allows for the provision of targeted services in the communities when and where they are needed most. An attached list of the One-Stop Career Center locations can be found at the end of this plan. (See Attached List of One-Stop Career Center Locations.)

***Describe the LWIA's process for designation and certification of One-Stop operators;***

SDWP uses a competitive procurement process for the selection of One-Stop Career Center operators. The procurement is conducted every five years. In order to ensure One-Stop Career Center operators are providing services relevant to the communities they serve, SDWP holds public forums to inform the content of the Request for Proposals (RFP). The proposals received are scored using a numerical rating system based on the criteria of excellent, good, marginal, and poor. Respondents' proposals, which are reviewed by a panel of SDWP board members and subject matter experts, must meet minimum thresholds in order to be considered for funding.

Once funded, One-Stop Career Center operators are required to submit a Request for Qualifications (RFQ) annually. The RFQ is used to determine whether or not the organization is fiscally sound and has the capacity to manage federal funds. In addition, SDWP monitors the One-Stop Career Center Operator on items related to performance and expenditure. If an Operator falls below the Corrective Action level in these areas, it risks losing its designation as an Operator of a One-Stop Career Center in San Diego County.

***Provide a comprehensive list of services provided in each One-Stop in the LWIA;***

All of the career centers in San Diego County provide intake, eligibility, comprehensive assessment, career exploration, case management and coaching, job search assistance, and follow up services. In addition, training is available in each region through Individual Training Accounts, On-the-Job Training, and Customized Training. Outside of these common services, each region provides a unique set of workshops which are often customized to the needs of the population served. The following is a list of workshops by region:

**South County Career Center (Operated by ResCare, Inc.):**

- Full complement of job search workshops that occur on a monthly basis, which include but not limited to the following;
  - Introduction to Services (Spanish and English)
  - Resume Workshop
  - CalJOBS Clinic
  - Application/resume/cover letters/Interviewing part I & II
  - Job Search Planning & Strategies
  - Interview with Confidence
  - Six hours to Success
  - Social Media
  - Basic computer skills/keyboarding
  - Job Search & Career Exploration
  - VantEdge Work Readiness workshop (One Week comprehensive job search workshop)
- Monthly employer recruitment events
- Professional Networking Group (monthly)
- Industry specific cohort workgroups (monthly)
- Veteran Networking Group
- Occupational Training Services Recruitments (Veteran and Ex-Felons)

**North County Career Centers (Operated by ResCare, Inc.):**

- Full complement of job search workshops that occur on a monthly basis, which include but not limited to the following;
  - Introduction to Services (English and Spanish)
  - Social Media Workshop
  - CalJOBS Workshop (English and Spanish)
  - Career Exploration (English and Spanish)
  - Resume Branding

- Interviewing Techniques
- Mock Interview Workshop
- Mid-Life Decisions (2 day workshop)
- 7 Steps to Success
- VantEdge Work Readiness workshop (One Week comprehensive job search workshop)
- Monthly employer recruitment events
- Professional Networking Group (Biweekly at each site)
- Industry specific cohort workgroups (monthly)
- Veterans Employer Panel (biweekly)
- Youth Employment Opportunity Workshop (2 times per month)

**Metro Career Centers (Operated by KRA Corporation):**

- Free career enhancement workshops:
  - Basic Computer Assistance
  - Job Seeking Skills
  - Interviewing Strategies
  - Career Transition
  - How to Build a Résumé
  - Social Media Workshop
  - Changing Careers After 50-Job Search Skills
  - Labor Market in San Diego
  - Salary Negotiation
  - Skills & Accomplishments
  - Unemployed & Over Qualified
  - What to Say at Job Interviews
  - Your Personal Commercial

**East County Career Centers (Operated by Grossmont Union High School District):**

- Workshops include:
  - Adult Basic Skills-classes
  - GED Preparation-classes
  - English As a Second Language Classes
  - Job Search Workshop
  - Career Change Workshop
  - Microsoft Office Computer Lab Class
  - Social Media Class
  - Research Lab- Open daily and Thursday evening
  - Informational workshops
  - Comprehensive Youth In School program.

*Describe Local Board strategies to ensure that the full range of employment and training services delivered through the local One-Stop system are accessible to, and will meet the needs of, dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and persons with disabilities);*

To ensure that the full range of employment and training services are made available to all population groups, the most recent procurement of the One-Stop Career Centers required operators to respond to the following section, with the most comprehensive and satisfactory responses leading to the receipt of funding:

*The business, government, education and workforce development communities within the proposed region shall have the ability to look to the One-Stop Career Centers as a place in which community services can be convened.*

*Bidders are required to research the communities in the region(s) they propose serving to demonstrate knowledge of the demographic makeup of the region(s). Bidders should note that the Workforce Partnership is interested in providing services to all population groups throughout the County of San Diego. This includes, but is not limited to, demographic variables such as income levels, employment status, culture, languages spoken, education levels, ethnicity, and other factors such as homelessness and offender status.*

*Bidders' shall also demonstrate a thorough understanding of the business customer in the region(s) they propose serving. This understanding shall be reflected in the business services section of the proposal and shall tie together the population demographics of the region to the industry sector(s) to be served by the bidder.*

*Through the bidder's research, the bidder shall demonstrate their understanding of the services and resources needed by the communities in the region(s) they propose serving and how the bidder will design and implement a service delivery system specific to that region. Should the bidder's research indicate there are pockets of the population that are most in need, the bidder shall demonstrate how they will prioritize services to this population.*

*Often there is a need for older youth (18-24 years old) to continue services after they have transitioned out of the WIA Youth Programs. Thus, the Workforce Partnership is seeking innovative solutions to bridge the gap between youth service providers and the adult system. Bidders are asked to describe a continuum of services that engages older youth into the adult service delivery system.*

*Note: Veterans Priority – The Jobs for Veterans Act (Pub. L. 107-288) provides priority of service to veterans and spouses of certain veterans for the receipt of employment, training, and placement services in any job training program directly funded, in whole or in part, by the Department of Labor. In circumstances where a One-Stop Career Center operator must choose between two equally qualified candidates for training, one of whom is a veteran, the Jobs for Veterans Act requires that the operator give the veteran priority of service by admitting him or her into the program. Please note that to obtain priority of service; a veteran must meet the program's eligibility requirements. ETA training and Employment Guidance Letter (TEGL) No. 5-03 (September 16, 2003) provides general guidance on the scope of the Jobs for Veterans Act and its effect on current employment and training programs. TEGL No. 5-03, along with additional guidance, is available at "Jobs for Veterans Priority of Service" web site: <http://www.doleta.gov/programs/vets>.*

In addition to the above, SDWP has implemented a Priority of Service Policy that prioritizes certain populations. For training and supportive services provided to Adults utilizing WIA funds, priority shall be given to adults who fall into the following categories:

First Priority: TANF recipients and other low-income veterans whose family income falls within the WIA Title I 2010 Low-Income Guidelines for San Diego County and covered spouses;

Second Priority: TANF recipients and other low-income individuals whose family income falls within the WIA Title I 2010 Low-Income Guidelines for San Diego County;

Third Priority: Veterans and covered spouses; and

Fourth Priority: Unemployed individuals who meet one of the four special populations groups below:

- Individuals with Disabilities
- Individuals with Limited English and Cultural Barriers
- Ex-Offenders
- Homeless Individuals

SDWP is expanding this list to also include:

- Mature Workers (55+)
- Individuals with Low Education
- Individuals with Poor Work History
- Former TANF Recipients
- Former Foster Youth



***Describe the Local Board strategies to support the creation, sustainability, and growth of small businesses and support for the workforce needs of small businesses as part of the larger economic strategy;***

Convenings held for the purposes of creating innovative new strategies for the local plan revealed the specific need that businesses (primarily small businesses) need a centralized one-stop system that houses resources and information based on their needs. Moving forward, SDWP will work to ensure all businesses are made aware of the latest information from the One-Stop Career Centers, Employment Development Department, San Diego SCORE, enterprise zone tax credits, and the myriad other organizations offering services.

One issue in serving this need is that there is currently no one-stop informational system that is business-friendly. One new strategy identified is for SDWP to partner with 211 San Diego (which provides a central source of information on services in San Diego County) in using their system as a resource specifically for small businesses.

Another strategy is expanding on the work currently conducted by the City of San Diego to reach out to small businesses in the City's Enterprise Zone. The City partners with SDWP's South County Career Center to reach out to employers (primarily small businesses) in the zone to inform them about such incentives as the Work Opportunity Tax Credits. These credits support small businesses in hiring staff and expanding their reach. As part of this work, the partners first conducted a very successful door-to-door (business-to-business) campaign to make sure the small businesses were informed about the credits for which they may have been eligible and to assist them in the application process. This successful campaign will be replicated over time in each region of the county.

An additional note that surfaced during the convenings was the fact that small businesses often don't think about their hiring or workforce development needs until they actually have a need. At that point, their primary interests are filling the need and the associated costs to do so. SDWP plans to better expose small businesses to the workforce service delivery system before their needs arise. Strategies include providing opportunities to bring small business owners into the One-Stop Career Centers for informational discussion with staff, and partnering together on trainings and workshops that will meet their business and skill needs.

SDWP will also reach out to San Diego SCORE to partner on the development and expansion of small businesses. San Diego SCORE is part of a national association, which serves as a resource partner with the U.S. Small Business Administration. San Diego SCORE is a source of free small business advice for entrepreneurs. The mission is to promote the success of small businesses in both San Diego and Imperial Counties. By partnering with SCORE, the SDWP will plan a series of events targeting small businesses in San Diego County.

***Describe the strategies in place to ensure that sufficient system resources are being spent to support training of individuals in priority sectors;***

Currently SDWP is meeting the minimum requirements of SB 734, which requires WIBs to expend a certain percentage of their resources on direct training of job seekers. SDWP also allocates resources to OJT with the intent of expanding its use amongst employers in San Diego's priority sectors. To enhance current efforts in resource dissemination, SDWP will revise and strengthen its current policy, which requires that job-seekers receive training in occupations for which there is demand in San Diego County. The updated policy will specifically include the expectations around funding for priority sectors and ensure sufficient resources are allocated appropriately.

SDWP will also set funding levels for the different pillars of training available to job-seekers, thus ensuring the training funds are allocated to traditional ITAs and also to OJT and Customized Training (viewed as a service to the business community).

To ensure that sufficient system resources continue to be spent on the training and support of individuals in priority sectors, SDWP Leadership and its Business Service Sub-committee will continually assess labor market information and analyze its alignment with the prioritization criteria described in Sections 1 and 2 of this plan.

***Describe how WIA funds will be used to leverage and braid other federal, state, local government, labor and private resources (how do these coordinated and leverages resources lead to a more effective local system that expands the involvement of business, employers and individuals?);***

SDWP believes that, in order to create lasting workforce development solutions on a large scale, organizations must coordinate their efforts and work together. It is not acceptable that operators of the One-Stop Career Center service delivery system conduct their work in isolation. Rather One-Stop Career Center operators must have in-depth knowledge of the needs of the community, other services provided in the community, and how services can be aligned to have the greatest impact. The service delivery system must be designed to connect stakeholders to the needs in which they specialize, and to leverage each other's resources, reduce duplication, and ensure that available funding is expended responsibly and efficiently. To this end, SDWP will continue to require an innovative approach to the way services are provided in the One-Stop Career Centers.

As part of this strict mandate, One-Stop Career Center operators will continue to be required to have a plan to work in collaboration with community stakeholders to align the workforce system, education system, social services, economic development, and businesses in each region of the county. Each One-Stop Career Center operator is required to have a strategy that lists the

partners in the region and details how they will work collaboratively for system alignment and funding optimization. The strategy must be specific and include a timeline detailing when each milestone will be reached. Each plan must clearly demonstrate its collective impact through commitment from the different sectors to a common agenda for implementing the stated social and workforce development strategies. SDWP plans to work with the operators to further strengthen these plans and ensure their implementation.

SDWP will also continue its work at a macro level on system alignment with other agencies in San Diego County. One such successful collaboration resulting in the braiding of resources is between SDWP and the County of San Diego's Health and Human Services Agency (HHS). Through a federal grant from the Department of Health and Human Services, SDWP is able to fund training for TANF recipients and other low-income individuals in the Healthcare industry. The issue is that the grant is not able to fully fund the related support services, such as transportation, child care and textbooks, needed by these individuals. By working with HHS and braiding and leveraging each other's resources, the two agencies are able to reduce duplication and increase efficiency in the allocation of funds. SDWP funds the cost of tuition and some supportive services while the HHS pays for the supportive services. To ensure a high level of communication, a supportive service matrix details the services funded by each partner (housing providers in San Diego County are also included as partners in this collaborative). Front line staff use this matrix when making decisions regarding participant services.

***Describe how the Local Board will ensure the continuous improvement of training providers listed on the ETPL and ensure that such providers meet the employment needs of local area employers and participants;***

To ensure excellence in serving employment and workforce needs into the future, SDWP will continue to use its specially developed ETPL report card (created during Program Year 2011/2012). This report card communicates performance outcomes of WIA participants who accessed training using an ITA. The data includes training completion, training related employment, and wage at placement by program type for each provider. This information is used to assess the quality of service and ensure the continuous improvement of training programs listed on the ETPL by SDWP.

In addition to the ETPL report card, SDWP staff are in the process of updating ETPL policies and procedures, which will add components designed to ensure ETPL providers meet the employment needs of local area employers and participants. New processes will include activities such as annual or semi-annual site visits to each of the local training providers to ensure accessibility of the training facilities. The updated policies and procedures are expected to be completed this summer.

***Describe how the Local Board is serving UI claimants and TAA service recipients;***

The Employment Development Department in San Diego is fully integrated into the One-Stop Career Center service delivery system. Each One-Stop Career Center provides dedicated phone access for those UI claimants who are unable to access this service from their homes. During those times when UI claimants are having difficulty in reaching EDD and need specific help, specially trained EDD Wagner Peyser staff stationed in the One-Stop Career Centers are able to assist them.

As part of the Integrated Service Delivery System, EDD also serves TAA recipients in the One-Stop Career Centers. TAA services are integrated with WIA services. All data on the provision of TAA services is documented in both the Wagner Peyser and WIA data systems.

***Describe how the Local Board recognizes opportunities to prepare workers for “green jobs” as defined by EDD-LMID<sup>44</sup> related to other sources of federal funding;***

Since 2009, SDWP has been committed to increasing awareness, education, and training opportunities in the emerging industries, specifically in green jobs and clean technologies. The award of a \$700,000 Clean Energy Workforce Training Program grant through the Employment Development Department and the Department of Labor allowed SDWP and its community college training partners to create a new pre-apprenticeship curriculum for the region. Developed with input from local employers and industry experts, the newly developed program focused on growing the skills of older out-of-school youth, veterans, and the long term unemployed in the fields of green construction and clean energy technology. SDWP’s curriculum and program design was highly regarded by the CaSDWP, who awarded an additional \$900,000 to allow for further participant enrollments and program improvements.

SDWP will continue to grow upon its strong collaborations with regionally dispersed Community Colleges to build a mutually beneficial partnership and referral network for job-seekers looking to enter the emerging green job market. Additionally, SDWP staff members have worked closely with the One Stop Career Center Network to educate and demystify career advisors and business services representatives on the green economy and local clean energy employers and their hiring needs.

As an early and continuing member of the Green Chamber of Commerce, which empowers local businesses and communities to grow networking, education, and advocacy, SDWP is part of a

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<sup>44</sup> Green or clean is any activity or service that performs at least one of the following: Generating and storing renewable energy; Recycling existing materials; Energy efficiency in product manufacturing or distribution or achieved through construction, installation, or maintenance; Education, compliance and awareness; and Natural and sustainable product manufacturing.

network of over 100,000 businesses, educational institutions, community based organizations, and health care providers working together to create awareness spanning a variety of green industries and consumers.

***Describe the policies in place to integrate the federal registered and state DAS-approved apprenticeship programs and the Job Corps in the local One-Stop system;***

As part of its continuing commitment to apprenticeship programs, SDWP includes DAS-approved apprenticeship programs specifically on the ETPL. Representative from labor sit on SDWP and the Business Services Sub-committee. Additionally, staff work closely with various labor representatives to develop policies and procedures that fully integrate apprenticeship programs as a pillar of training in the One-Stop Career Center Network.

SDWP is pleased to have the Director of San Diego Job Corps as a member and Chair of the Youth Council, providing ongoing feedback around the integration of this entity into the overall system. Additionally, Job Corps is integrated into the South County One-Stop Career Center, and staff actively make referrals of eligible participants to and from each agency.

***Provide a copy of the Local Board's bylaws;***

See attached – SDWP bylaws

***Describe the process by which the Local Plan will be updated to include new and relevant information;***

The Business Services Sub-committee will annually review and update the Local Plan, with additional and ongoing discussion as needs arise. The annual review will include the updating of the priority industry sectors, monitoring progress on the plan (through data collected throughout the previous year), and working with stakeholders to set new goals for the coming year. The Local Plan will be put through an annual public comment period to ensure the inclusion of all stakeholders.

***Some LWIAs implemented ISD in 2008-2009. Describe the extent to which the LWIA integrated its service delivery and describe strategies to further integrate service delivery and factors affecting the Local Board's decision to integrate or not to integrate service delivery.***

Over the past three program years the SDWP has adopted an integrated service delivery model. One-Stop Career Center operators are responsible for continuing the integrated service delivery model currently in place. The basis of the integrated service delivery model is the creation of a local workforce system that is skills-based and moves One-Stop Career Center customers through a common set of value-added services designed to increase their employability, their chances of retaining jobs, and their ability to advance within those jobs. To achieve this, One-

Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services.

The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farmworkers (MSFW), and Trade Adjustment Act (TAA);
- A common set of services available to all customers in the pool through a common customer flow; and
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

## **SECTION 7 MEMORANDUMS OF UNDERSTANDING**

*A copy of each MOU must be included with the Local Plan [WIA Section 118(b)(2)(B)].*

*WIA Section 121(c)(1) and (2) and UI Code Section 14230(d) require each MOU to describe:*

- The services to be provided through the One-Stop system;*
- How the services and operating costs will be funded (include any Resource Sharing Agreements);*
- The methods used for referral of individuals between the One-Stop operator and partners;*
- The duration of the MOU;*
- The processes and procedures for amending the MOU;*
- Other provisions as deemed necessary by the Local Board; and*
- The Local Board's policy for identifying individuals who should be referred immediately to training services.*

See attached MOUs with:

- California Indian Manpower Consortium, Inc.
- Center for Employment & Training
- County of San Diego, Health and Human Services Agency
- Employment Development Department
- Grossmont-Cuyamaca Community College District
- Mesa Community College District
- Palomar Community College
- San Diego Community College District
- San Diego County Office of Education
- San Diego Housing Commission
- San Diego Job Corps
- SER/Jobs for Progress, Inc.
- Southwestern Community College District
- State Department of Rehabilitation

## SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS

[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2013/14 LWIA GOAL
<u>ADULT</u>		
Entered Employment	59.0%	48%
Employment Retention	81.0%	76.5
Average Six-Months Earnings	\$13,700	\$12,800
<u>DISLOCATED WORKER</u>		
Entered Employment	64.5%	46.5%
Employment Retention	84.0%	83%
Average Six-Months Earnings	\$18,543	\$15,900
<u>YOUTH COMMON MEASURES</u>		
Placement in Employment or Education	72.0%	72%
Attainment of a Degree or Certificate	60.0%	60%
Literacy and Numeracy	54.0%	54%

The SDWP entered into an integrated service delivery system in partnership with the Employment Development Department. This resulted in a change to our program design and performance metrics. The SDWP supports the state proposed 2013/14 Adult and Dislocated Worker goals.

In terms of the youth measures, the increase in Placement and Literacy/Numeracy Gains may be difficult to achieve due to:

- First year of new procurement cycle and new program design
- New youth service providers
- Continued negative economic impacts, most recently, with the sequester



**One-Stop Career Center Locations**

**North County:**

North County Coastal One-Stop Career Center  
1949 Avenida del Oro, Ste. #106  
Oceanside, CA 92056  
760-631-6150

Satellite Location:

Vista Townsite Community Center/One-Stop Career Center  
200 Michigan Ave.  
Vista, CA 92084  
760-842-6268

North County Inland One-Stop Career Center  
463 N. Midway Dr.  
Escondido, CA 92027  
760-871-1962

Satellite Location:

Escondido Library/One-Stop Career Center  
239 S. Kalmia St.  
Escondido, CA 92025  
760-839-4683

**Metro/Central San Diego:**

Metro Career Center  
3910 University Ave., Ste. #300  
San Diego, CA 92105  
619-516-2200

Satellite Location:

Kearny Serra Mesa Library/One-Stop Career Center  
9005 Aero Drive  
San Diego, CA 92123  
858-573-1396

South Metro Career Center  
4389 Imperial Ave.  
San Diego, CA 92113  
619-266-4200

Satellite Location:

Center for Employment and Training (CET)  
4153 Market St. #C  
San Diego, CA 92102  
619-233-6829

**South County:**

South County Career Center  
111 Bay Blvd. Ste. E  
Chula Vista, CA 91911  
619-628-0300

Satellite Location:

Bonita Sunnyside Library/One-Stop Career Center  
4375 Bonita Rd.  
Bonita, CA 91902  
619-475-4642

**East County:**

East County Career Center  
924 East Main Street  
El Cajon, CA 92021  
619-590-3900

Satellite Location:

Spring Valley Library  
836 Kempton St.  
Spring Valley, CA 91977  
619-463-3006

## WORK PLAN

Phase	Activity	Start Date	End Date	Responsible Project Partner	Key Tasks	Key Milestones
<b>Vision</b>	Convene Quarterly Business Service Sub-Committee Meetings	7/1/13	On – going	SDWP Program Teams	Hold partner meetings, begin project planning, plan industry mapping strategies/sequence	Implementation Plan developed
	Convene One-Stop Career Center Business Service Representatives	8/1/13		SDWP Adult Programs Team	Meet with Business Services Representatives to review expectations for industry sector work over the next five years	Sector mapping plan developed
	Stakeholder Alignment	9/1/13	On-going	SDWP Program Teams	Create a plan to convene and align stakeholders for each special population sub group in San Diego County	Collective Impact Goals created and agreed to over the five year period
	Development of Earn and Learn Career Pathway Programs	7/1/13	On-going	SDWP Program Teams	Meet with employers, establishment of standards, industry sector mapping to identify career pathways and skill gaps	Career Pathways Identified for each of the Priority Sectors
	Convene Education Providers	10/1/13	On-going	SDWP Program Teams	Create career pathway educational models	Education and training programs specific to the priority industry sectors
<b>Annual Review</b>	Annual Review of Economic and Workforce Information	5/1/14	Annually	SDWP Research Manager	Update the analysis of San Diego's Labor Market to determine current priority industry sectors	Updated Priority Industry Sectors Report to the Five Year Plan
	Annual Update of the Education and Training Requirements for the Five Year Plan	5/1/14	Annually	SDWP Research Manager	Update the analysis of the education and training requirements for the updated priority industry sectors	Updated Education and Training Requirements report to the Five Year Plan
	Update Five Year Plan	6/1/14	Annually	SDWP Program Teams	Update annual plan based on updated analysis and new strategies/goals	Updated Five Year Strategic Plan
<b>Business Services</b>	Convene Business Services Sub-committee of WIB	7/1/13	Semi-Annually	SDWP Management	Review planned activities and progress	Semi-Annual Review Meetings

<b>Phase</b>	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Project Partner</b>	<b>Key Tasks</b>	<b>Key Milestones</b>
<b>Business Services</b>	Review and Update Healthcare Sector Mapping completed in the South County Geographic Region	7/1/13	12/31/13	South County Business Services Team	Review and update the Healthcare Sector Mapping completed in 2011	Updated Healthcare Sector Mapping for San Diego's South Region
	Replicate Healthcare Sector Mapping for the Metro, North, and East Geographic Regions	1/1/14	6/30/14	All Business Service Teams lead by South County Business Services Team	Map the healthcare sector in each geographic region of San Diego County Publish the industry sector mapping reports	Completed Industry Sector Mapping for the Healthcare Industry
	Review and Update Advanced Manufacturing Sector Mapping completed in the North County Geographic Region	7/1/13	12/31/13	North County Business Services Team	Review and update the Advanced Manufacturing Sector Mapping completed in 2011	Update Advanced Manufacturing Sector Mapping for San Diego's North Region
	Replicate Advanced Manufacturing Sector Mapping for the South, Metro, and East Geographic Regions	1/1/14	6/30/14	All Business Services Teams lead by the North County Business Services Team	Map the Advanced Manufacturing sector in each geographic region of San Diego County Publish the industry sector mapping reports	Completed Industry Sector Mapping for the Advanced Manufacturing Sector
	Review and Update the Green Tech Sector Mapping completed in the East Geographic Region	7/1/14	12/31/14	East County Business Services Team	Review and update the Green Tech Sector Mapping completed in 2011	Update Green Tech Sector Mapping for San Diego's East Region
	Replicate Green Tech Mapping for the South, North, and Metro Geographic Regions	1/1/15	6/30/15	All Business Services Teams lead by the East County Business Services Team	Map the Green Tech sector in each geographic region of San Diego County Publish the industry sector mapping reports	Completed Industry Sector Mapping for the Green Tech Sector

<b>Phase</b>	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Project Partner</b>	<b>Key Tasks</b>	<b>Key Milestones</b>
<b>Business Services</b>	Review and Update the Life Sciences Sector Mapping completed in the Metro Region	7/1/14	12/31/14	Metro Business Services Team	Review and update the Life Sciences sector mapping completed in 2011	Update Life Sciences Sector Mapping for San Diego's Metro Region
	Replicate the Life Sciences Mapping for South, North and East Geographic Regions	1/1/15	6/30/15	All Business Services Teams lead by the Metro Business Services Team	Map the Life Sciences sector in each geographic region of San Diego County Publish the industry sector mapping reports	Completed Industry Sector Mapping for the Life Sciences Industry
	Complete Industry Sector Mapping for the Information and Communication Technology Sector	7/1/15	6/30/16	All Business Services Teams	Map the Information and Communication Technology Sector Publish the industry sector reports	Completed Industry Sector Mapping for the Information and Communication Technology Sector
	Complete Industry Sector Mapping for the Specialty Foods and Microbreweries Sector	7/1/16	6/30/17	All Business Services Teams	Map the Specialty Foods and Microbreweries Sector Publish the industry sector reports	Completed Industry Sector Mapping for the Specialty Foods and Microbreweries Sector
	Convene Business Services Regional Teams	7/1/13	Quarterly	SDWP Adult Programs Team	Set priorities for each year and monitor progress	Quarterly Business Services Meetings
	Develop Advisory Boards for each of the Priority Industry Sectors	7/1/13	6/30/17	Business Services Teams lead by SDWP Adult Programs Team	Identify subject matter experts for each of the six priority industry sectors Develop an advisory board for each sector Convene Advisory Boards Quarterly	Advisory Boards Established and Quarterly Meetings Held
<b>Adult</b>	Align with Community College "Doing What Matters" Initiative	7/1/13	On-Going	Adult Programs Team	Convene meetings with Community College and One-Stop Career Center Leadership to develop common goals to align both systems	Common goals established to align the workforce system with community colleges

<b>Phase</b>	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Project Partner</b>	<b>Key Tasks</b>	<b>Key Milestones</b>
<b>Adult</b>	Increase Registered Apprenticeship Training in San Diego County	6/1/13	On-Going	Adult Programs Team	Convene meetings with Local Labor Organizations, Community Colleges, and State Division of Apprenticeship Standards Identify training opportunities Promote apprenticeship training in the One-Stop Career Centers WIB set aside funds for apprenticeship training	Increase in One-Stop Career Center participants enrolling in training in apprenticeable occupations
	Increase On-the-Job Training in San Diego County	7/1/13	On-Going	Adult Programs Team	Issue a Request for Proposals for a broker(s) to develop On-the-Job Training opportunities with local employers Promote the enrollment of One-Stop Career Center participants in the OJT opportunities	Increase in One-Stop Career Center Participants enrolling in OJT
	Align Services and Stakeholders for each of the Special Population Groups in San Diego County	7/1/14	On-Going	Adult Programs Team	Convene stakeholder meetings Identify and map services provided to each of the special population groups Identify common goals amongst stakeholders	System alignment of services to special populations
<b>Youth</b>	Align Regional and Local Initiatives and Investments	Started prior to 5 year plan	On-Going	Youth Programs Team	Implement the strategies developed through the Youth Development Office (YDO)	Coordinated planning, funding, and program alignment
	Expand Access to Postsecondary Education that leads to Degrees and/or Credentials	Started prior to 5 year plan	On-Going	Youth Programs Team	In collaboration with K-12 and postsecondary education, provide a wider set of high-quality education, training, and credentialing options throughout the county	Increase in San Diego youth accessing postsecondary education
	Expand Youth's Access to a Wide Range of Education and Training Opportunities	Started prior to 5 year plan	On-Going	Youth Programs Team	Implement different modes of training outside of the traditional classroom setting. Implement Learn and Earn models of training for youth such as OJT	Increase in the types of training services youth are able to access

<b>Phase</b>	<b>Activity</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Project Partner</b>	<b>Key Tasks</b>	<b>Key Milestones</b>
<b>Youth</b>	Provide Workforce Integrated Services	Started prior to 5 year plan	On-Going	Youth Programs Team/Youth Council	Convene stakeholders as part of the YDO strategies to integrate education, training, and support services delivered through partners and stakeholders	Integrated youth service delivery system in San Diego County
	Improve Access to Information for Both Employers and Youth Job Seekers	Started prior to 5 year plan	On-Going	Youth Programs Team	Expand CONNECT2Careers summer youth employment program Expand and/or replicate the Life Sciences Summer Institute	300 Youth employed in priority sector jobs each summer
	Improve the use of Labor Market Information	Started prior to 5 year plan	On-Going	Youth Programs Team	Research Manager at SDWP will present on current labor market trends at stakeholder and Youth Council meetings	All training and supported employment will be in priority sector occupations

## WIA Local Plan Program Years 2013-17 Assurances

- A. The Local Workforce Investment Board (local board) assures that it will comply with the uniform administrative requirements referred to in the Workforce Investment Act (WIA) Section 184(a)(3).
- B. The local board assures that no funds received under WIA will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The local board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The local board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.
- E. The local board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The local board assures that funds will be spent in accordance with the WIA, written U.S. Department of Labor guidance, and other applicable federal and State laws and regulations.
- G. The local board assures that veteran workforce investment programs funded under WIA Section 168 will be carried out in accordance with that Section.
- H. The local board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates and/or other special provisions as may be required under federal law or policy, including the WIA or State legislation.
- I. 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. [WIA Section 134(d)(4)(E), 118(b)(4), and California Unemployment Insurance Code (CUIC) Section 14230(a)(6)]
- J. The local board certifies that its One-Stop Career Centers (One-Stops) will recognize and comply with applicable labor agreements affecting represented employees located in the One-Stops. This shall include the right to access by State labor organization representatives pursuant to the Ralph C. Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4 of Title 1 of the Government Code, and CUIC Section 14233]



- K. The local board assures that State employees who are located at the One-Stops 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 One-Stops 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.
- L. The local board assures that when work-related issues arise at One-Stops 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 One-Stop 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.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accordance with roles that have been defined by the local board. The local board assures that it will select the One-Stop Operator with the agreement of the Chief Local Elected Official through one of three means:
  1. Through a consortium of at least three or more required One-Stop partners; or
  2. Through competitive process such as a Request for Proposal; or
  3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Local Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and a Memorandum of Understanding has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

Ed Hidalgo  
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 Local Board Chair

*Ed Hidalgo*  
 \_\_\_\_\_  
 Signature

6-20-2017  
 \_\_\_\_\_  
 Date

## WIA Local Plan Program Year 2013-14 Title IB Participant Plan Summary

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05  
Plan the number of individuals that are in each category.

<b>Totals for PY 2013 (07/01/13 through 06/30/14)</b>	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2012	1,032	1,468	843
2. New Registered Participants for PY 2013	1,125	1,375	657
3. Total Registered Participants for PY 2013 (Line 1 plus 2)	2,157	2,843	1,500
4. Exiters for PY 2013	1,035	1,265	571
5. Registered Participants Carried Out to PY 2014 (Line 3 minus 4)	1,122	1,578	929

<b>PROGRAM SERVICES</b>			
6. Core Self Services	4,050	4,950	
7. Core Registered Services	1,941	1,873	
8. Intensive Services	2,157	2,843	
9. Training Services	360	440	

<b>YOUTH MEASURES</b>			
10. Attainment of a Literacy and/or Numeracy Gain			278
11. Attainment of a High School Diploma, GED, or Certificate			400

<b>EXIT STATUS</b>			
12. Entered Employment	828	1,012	265
12A. Training-related	621	759	
13. Remained with Layoff Employer		25	
14. Entered Military Service			4
15. Entered Advanced Training			59
16. Entered Postsecondary Education			248
17. Entered Apprenticeship Program			2
18. Returned to Secondary School			
19. Exited for Other Reasons	207	253	59

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Local Workforce Investment Area

Contact Person, Title	Telephone Number	Date Prepared
Jacqueline Collins, Adult Programs Team Manager	619.228.2944	June 17, 2013

Comments:

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**WIA Local Plan Program Year 2013-14**  
**Title IB Budget Plan Summary<sup>1</sup>**  
 (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult  
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386325 Subgrant	K491046 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	8,655,051	8,604,337
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	8,655,051	8,604,337
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
6. Program Services (sum of Lines 6.A thru 6.E)	7,789,546	7,743,903
A. Core Self Services	1,116,274	1,109,733
B. Core Registered Services		
C. Intensive Services	3,522,455	3,501,815
D. Training Services	3,086,492	3,068,406
E. Other	64,325	63,948
7. Administration (Line 5 minus 6)	865,505	860,434
8. TOTAL (Line 6 plus 7)	8,655,051	8,604,337
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	201,116	
10. December 2012	1,617,618	
11. March 2013	3,715,953	
12. June 2013	7,355,051	
13. September 2013	8,655,051	870,145
14. December 2013	8,655,051	2,803,693
15. March 2014	8,655,051	4,737,241
16. June 2014	8,655,051	6,670,789
17. September 2014		8,604,337
18. December 2014		8,604,337
19. March 2015		8,604,337
20. June 2015		8,604,337
<b>COST COMPLIANCE PLAN</b> (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Local Workforce Investment Area

Matthew Dohner, Finance Director	619-228-2900 x2923	6/4/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

FY12-13	2012-501	2012-502	Total	%	FY13-14
Total Core Activity	475,165.22	2,948,925.64	3,424,090.86		Total Core
Total Core A*	-	490,686.29	490,686.29	0.143304	Total Core
Total Core Intensive*	-	1,548,383.73	1,548,383.73	0.452203	Total Core
Total Core Training	456,138.81	900,606.20	1,356,745.01	0.396235	Total Core
Total Core Other	19,026.41	9,249.43	28,275.84	0.01	Total Core
			<b>7,789,545.90</b>	100%	

1,300,000

1,300,000

7,355,051

Estimated numbers based on last year expenses

2013-501	2013-502	Total	%
475,165.22	2,948,925.64	3,424,090.86	
	490,686.29	490,686.29	0.143304
	1,548,383.73	1,548,383.73	0.452203
456,138.81	900,606.20	1,356,745.01	0.396235
19,026.41	9,249.43	28,275.84	0.008258

7,743,903.30

**WIA Local Plan Program Year 2013-14**  
**Title IB Budget Plan Summary<sup>1</sup>**  
 (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 07/01/13 through 06/30/14

- Grant Code 201/202/203/204 WIA IB-Adult  
 Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K386325 Subgrant	K491046 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	7,721,004	7,630,565
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	7,721,004	7,630,565
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	6,948,904	6,867,509
A. Core Self Services	1,132,738	1,119,470
B. Core Registered Services	-	-
C. Intensive Services	3,454,156	3,413,696
D. Training Services	2,343,607	2,316,156
E. Other	18,402	18,186
7. Administration (Line 5 minus 6)	772,100	763,056
8. TOTAL (Line 6 plus 7)	7,721,004	7,630,565
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2012 and July 1, 2013 respectively)		
9. September 2012	168,208	
10. December 2012	704,870	
11. March 2013	2,594,873	
12. June 2013	6,121,004	
13. September 2013	7,321,004	193,081
14. December 2013	7,721,004	1,680,578
15. March 2014	7,721,004	3,168,075
16. June 2014	7,721,004	4,655,571
17. September 2014		6,143,068
18. December 2014		7,630,565
19. March 2015		7,630,565
20. June 2015		7,630,565
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	10%	10%

Local Workforce Investment Area

Matthew Dohner, Finance Director	619-228-2900 x2923	6/4/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

772,100.40 763,056.50

FY12-13	2012-201	2012-202	Total	%
Total Core Activity	543,845.71	2,948,925.64	3,492,771.35	
Total Core A*	78,669.20	490,686.29	569,355.49	0.163009666
			-	
Total Core Intensive*	187,800.51	1,548,383.73	1,736,184.24	0.497079272
			-	
Total Core Training	277,376.00	900,606.20	1,177,982.20	0.337262902
Total Core Other	-	9,249.43	9,249.43	0.00
			<b>6,948,903.60</b>	100%

1,487,497  
 1,487,497  
 1,487,497  
 1,487,497  
 1,487,497

FN 411  
 546,650.11 Dec 2011  
 549,275.00 Mar 2012

Estimated numbers based on last year expenses

FY13-14	2013-201	2013-202	Total	%
Total Core Activity	543,845.71	2,948,925.64	3,492,771.35	
Total Core A*	78,669.20	490,686.29	569,355.49	0.163009666
Total Core Intensive*	187,800.51	1,548,383.73	1,736,184.24	0.497079272
Total Core Training	277,376.00	900,606.20	1,177,982.20	0.337262902
Total Core Other	-	9,249.43	9,249.43	0.002648164
			6,867,508.50	



**WIA Local Plan Program Year 2013-14  
Title IB Budget Plan Summary<sup>1</sup>  
(Youth)**

ATTACHMENT 6

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2013-14, beginning 04/01/13 through 06/30/14

Grant Code 301/302/303/304 WIA IB-Youth

<b>FUNDING IDENTIFICATION</b>	K386325 Subgrant	K491046 Subgrant
1. Year of Appropriation	2012-13	2013-14
2. Formula Allocation	8,227,604	8,262,254
3. Allocation Adjustment - Plus or Minus		
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	8,227,604	8,262,254
<b>TOTAL ALLOCATION COST CATEGORY PLAN</b>		
5. Program Services (sum of Lines 5A and 5B)	7,404,844	7,436,029
A. In School	4,043,193	4,060,220
B. Out-of-School (30%)	3,361,651	3,375,808
6. Administration (Line 4 minus 5)	822,760	826,225
7. TOTAL (Line 5 plus 6)	8,227,604	8,262,254
<b>QUARTERLY TOTAL EXPENDITURE PLAN</b> (cumulative from April 1, 2012 and April 1, 2013 respectively)		
8. June 2012	-	
9. September 2012	-	
10. December 2012	1,480,594	
11. March 2013	3,246,924	
12. June 2013	7,077,604	-
13. September 2013	8,227,604	600,000
14. December 2013	8,227,604	2,132,451
15. March 2014	8,227,604	3,664,902
16. June 2014	8,227,604	5,197,352
17. September 2014		6,729,803
18. December 2014		8,262,254
19. March 2015		8,262,254
20. June 2015		8,262,254
<b>COST COMPLIANCE PLAN</b>		
21. % for Administration Expenditures (Line 6/Line 4)	10%	10%

Local Workforce Investment Area

Matthew Dohner, Finance Director	619-228-2900 x2923	6/4/2013
Contact Person, Title	Telephone Number	Date Prepared

Comments:

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<sup>1</sup> Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

	2012	%	2013	%
In-School	1,324,857.44	0.54602001	1,324,857.44	0.546020007
Out-of-School	1,101,532.48	0.45397999	1,101,532.48	0.453979993
Total	2,426,389.92		2,426,389.92	
	7,404,843.60		7,436,028.60	

FN 541  
 1,860,091.15 sep  
 1,532,451 249,223.58 dec  
 1,532,451 - mar  
 1,532,451 - jun  
 1,532,451  
 1,150,000

## WIA Local Plan Program Year 2013-14 Negotiated Levels of Performance

*(Responses to State Plan Appendix H – Section 8)*

**Instructions:** Enter your local area's levels of performance for PYs 2011-12 and 2012-13 and provide an estimate of your PY 2013-14 performance target. On the following page, provide a narrative rationale that supports each PY 2013-14 goal. For example, if the local projected goal is lower than the PY 2012-13 State goal, provide an explanation.

### STATE NEGOTIATED LEVELS OF PERFORMANCE<sup>1</sup>

WIA Requirement at Section 136(b) <sup>2</sup>	PY 2011-12	PY 2012-13
<b>Adults</b>		
Entered Employment Rate	56.4%	59%
Employment Retention Rate	81.0%	81%
Average Earnings	\$13,000	\$13,700
<b>Dislocated Workers</b>		
Entered Employment Rate	65%	64.5%
Employment Retention Rate	83%	84%
Average Earnings	\$15,900	\$18,543
<b>Youth (ages 14-21)</b>		
Placement in Employment or Education	65%	72%
Attainment of a Degree or Certificate	61%	60%
Literacy and Numeracy Gains	40%	54%

### LOCAL LEVELS OF PERFORMANCE<sup>1</sup>

WIA Requirement at Section 136(c) <sup>2</sup>	PY 2011-12	PY 2012-13	Estimated PY 2013-14
<b>Adults</b>			
Entered Employment Rate			
Employment Retention Rate			
Average Earnings			
<b>Dislocated Workers</b>			
Entered Employment Rate			
Employment Retention Rate			
Average Earnings			
<b>Youth (ages 14-21)</b>			
Placement in Employment or Education	65%	72%	
Attainment of a Degree or Certificate	61%	60%	
Literacy and Numeracy Gains	40%	54%	

<sup>1</sup> Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05.

<sup>2</sup> The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and has been extended through PY 2013-14.

**RATIONALE SUPPORTING PY 2013-14 ESTIMATED LOCAL PERFORMANCE LEVELS**

## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	May 31, 2013
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	East County Career Center 924 E. Main St. El Cajon, CA 92021 One satellite location at Spring Valley Library
Mailing address (if different):	
One-Stop Career Center hours of operation:	Monday - Friday 8:00 - 5:00
Public phone number:	619-590-3900
Public fax number:	619-579-4720
TTY number:	
Website URL:	
Office Manager/Administrator: (Name and Title)	Phyllis Ruth
Phone number and email:	
Public contact email address:	
Number of staff:	

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Diego Job Corps California Indian Manpower Consortium Center for Employment and Training SER/Jobs for Progress, Inc. Employment Development Department
Programs authorized under	Employment Development Department

the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	San Diego Community College District San Diego County Office of Education
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	County of San Diego Health and Human Services
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	County of San Diego Health and Human Services SER/Jobs for Progress, Inc.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	San Diego Community College District San Diego County Office of Education Grossmont-Cuyamaca Community College District
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	County of San Diego Health and Human Services
Employment and training activities carried out by the Department of Housing and Urban Development; and,	San Diego Housing Commission
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department

<b>Additional Partner Programs</b>	<b>Organization</b>
<p>Satelite Office for ECCC  County funded Welfare Program  Youth Program Support Services  Youth Program Support Services  Refugee Services Middle Eastern Population  Supportive Services Adult and Youth  Homelessness services  Educational, training and literacy services  Educational, training and literacy services  High School Diploma, GED, ESL classes  Supportive Services  Refugee Services  Job search  Refugee Services  Supportive Services  Volunteer senior worker program  Technology training and programs  Trainers  VET Services  Diverse community services  Ticket to work, Disable adult services  Adult services disable adult  Job search support  Collaboration for business services programs</p> <p>Refugee Services Professional certification  Business and training services  Social Service Community support  Trainer  Over all support of Economic development  VET Services  Regional business connection  Trainer  Trainer</p>	<p>San Diego County Library-Spring Valley Library  Public Consulting Group  ACCESS  Communities Against Substance Abuse (CASA)  Chaldean Middle Eastern Social Services  Crisis House  East County Transitional Living Center  Grossmont and Cuyamaca Colleges  Grossmont Union High School District  Grossmont Adult School Program  Home Start  International Rescue Committee  Jobbing.com  Kurdish Rights Center  McAlister Institute  National Indian Council on Aging (NICOA)  San Diego Futures Foundation  SDSU and UCSD Private Training Providers  San Diego Veterans Coalition  The Union of Pan Asian Communities  GoodWill Industry  Partners in Industry  X-L Staffing Agency  California Small Business Development Center San Diego  Newcomer Support &amp; Development  Seacon Brantner  El Cajon Collaborative  UC San Diego Health System  East County Economic Development Council  San Diego Veterans Coalition  Regional East County Alliance  Scripps Mercy Hospital  Academic Advantage</p>

## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	6/4/13
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	Metro Career Center 3910 University Avenue Suite 300, San Diego, CA 92105
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	M-F (8AM-5PM), WED (8AM-7PM), SAT (Open on the first Saturday of every month from 9AM-2PM)
Public phone number:	(619) 516-2200
Public fax number:	(619) 516-2294
TTY number:	
Website URL:	www.metrocareercenters.org
Office Manager/Administrator: (Name and Title)	Maxine Suka, Program Manager
Phone number and email:	(619) 516-2249; Maxine@workforce.org
Public contact email address:	metroregioncareercenter@gmail.com
Number of staff:	10

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Adult & Dislocated Worker Grants (201 & 501) South Metro Career Center
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Employment Development Department (EDD) Veteran Representatives & Programs (LVERS) Youth Employment Opportunity Program (YEOP)



Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	GED preparation, ESL, Adult Continuing Education Diego Valley Public Charter (DVPC) Reality Changers
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Department of Rehabilitation (DOR)
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Senior Community Service Employment Program (Community Options; SCSEP)
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Senior Community Service Employment Program (Community Options; SCSEP)
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	GED preparation, ESL, College & Universities, Adult Continuing Education Job Corps National Guard Center for Employment Training (CET)
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Trade Adjustment Assistance for Workers, Employment & Training (TAA)
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Veteran Representatives & Programs (LVERS)
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Senior Community Service Employment Program (Community Options; SCSEP) Deaf Community Services ResCare Copley Family YMCA
Employment and training activities carried out by the Department of Housing and Urban Development; and,	San Diego Housing Commission (SDHC) Mental Health Services (MHS) Serra Mesa Library
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department (EDD)
<b>Additional Partner Programs</b>	<b>Organization</b>

## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	June 6, 2013
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	North Coastal Career Center 1949 Avenida Del Oro, Oceanside, CA 92056
Mailing address (if different):	
One-Stop Career Center hours of operation:	M,Tu,Wed,Th,Fri 8 AM-5:00 PM, Sat 9 AM-1PM
Public phone number:	760-631-6150
Public fax number:	760-631-6161
TTY number:	760-758-2787
Website URL:	<a href="http://www.rescare.com/nccc/locations.php">http://www.rescare.com/nccc/locations.php</a>
Office Manager/Administrator: (Name and Title)	Sherry Rednour, Project Director
Phone number and email:	619-628-0312
Public contact email address:	<a href="mailto:sherryr@workforce.org">sherryr@workforce.org</a>
Number of staff:	8

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	ResCare Workforce Services North County Lifeline Mira Costa College City of Escondido Library
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	State of California Employment Development Department

Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	Vista Adult School Community Housing Works National University Academy
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	County of San Diego Health and Human Service/A
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	SER Jobs for Progress
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	MiraCosta Community College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Employment Development Departmen
Activities authorized under Chapter 41 of Title 38, U.S.C.;	State of California Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	County of San Diego Health and Human ServicesN/A
Employment and training activities carried out by the Department of Housing and Urban Development; and,	N/A
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	State of California Employment Development Department
<b>Additional Partner Programs</b>	<b>Organization</b>

## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	June 10, 2013
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	North County Inland Career Center 463 N. Midway Dr. Escondido, CA 92027 One satellite located at the Escondido Library
Mailing address (if different):	
One-Stop Career Center hours of operation:	Monday - Friday 8:00 - 5:00
Public phone number:	760-871-1962
Public fax number:	760-871-0346
TTY number:	
Website URL:	<a href="http://northcountycareercenters.com/Home_Page_1.html">http://northcountycareercenters.com/Home_Page_1.html</a>
Office Manager/Administrator: (Name and Title)	Sherry Rednour, Project Director
Phone number and email:	760-871-1962
Public contact email address:	760-871-0346
Number of staff:	6

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	San Diego Job Corps SER/Jobs for Progress, Inc. Employment Development Department
Programs authorized under the Wagner-Peyser Act	Employment Development Department

(29 U.S.C. 49 et seq.);	
Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	Escondido Adult School
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	County of San Diego Health and Human Services
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	County of San Diego Health and Human Services SER/Jobs for Progress, Inc.
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Palomar Community College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Employment Development Department
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	County of San Diego Health and Human Services
Employment and training activities carried out by the Department of Housing and Urban Development; and,	N/A
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department
<b>Additional Partner Programs</b>	<b>Organization</b>

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## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

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A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	6/4/13
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	South Metro Career Center 4389 Imperial Avenue San Diego, CA 92113
Mailing address (if different):	Same as above
One-Stop Career Center hours of operation:	M-F (8AM-5PM), WED (8AM-7PM), SAT (Open on the first Saturday of every month from 9AM-2PM)
Public phone number:	(619) 266-4200
Public fax number:	(619) 266-4261
TTY number:	
Website URL:	www.metrocareercenters.org
Office Manager/Administrator: (Name and Title)	Sylvia Contreras, Center Manager
Phone number and email:	(619) 266-4254; SylviaContreras@workforce.org
Public contact email address:	metroregioncareercenter@gmail.com
Number of staff:	18

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	Adult & Dislocated Worker Grants (201 & 501) Metro Career Center
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	Employment Development Department (EDD) Veteran Representatives & Programs (LVERS) Youth Employment Opportunity Program (YEOP)

Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	GED preparation, ESL, Adult Continuing Education Diego Valley Public Charter (DVPC) Reality Changers
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	Department of Rehabilitation (DOR)
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	Senior Community Service Employment Program (Community Options; SCSEP)
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	Senior Community Service Employment Program (Community Options; SCSEP)
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	GED preparation, ESL, College & Universities, Adult Continuing Education Job Corps National Guard Center for Employment Training (CET)
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	Trade Adjustment Assistance for Workers, Employment & Training (TAA)
Activities authorized under Chapter 41 of Title 38, U.S.C.;	Veteran Representatives & Programs (LVERS)
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	Senior Community Service Employment Program (Community Options; SCSEP) Deaf Community Services ResCare Copley Family YMCA
Employment and training activities carried out by the Department of Housing and Urban Development; and,	San Diego Housing Commission (SDHC) Mental Health Services (MHS) Serra Mesa Library
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	Employment Development Department (EDD)
<b>Additional Partner Programs</b>	<b>Organization</b>



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## WIA Local Plan Program Years 2013-17 Comprehensive One-Stop Center Partner Listing

The Workforce Investment Act (WIA) Section 121(b) identifies all the required partner programs that must be part of the local One-Stop Career Center system. Those programs are listed below. The Chief Local Elected Official may also include additional partners to enhance the services provided locally. The Final Rule Section 662.250 requires these same partners to offer their program's core services in at least one comprehensive One-Stop Career Center in the local workforce area. Provide the name of each organization (required and additional) that provides services in your local One-Stop Career Center system. Include with your submittal, a copy of the executed Memorandum of Understanding (MOU) required under WIA Section 121(c). If an MOU has not been fully executed with a partner, notice instructions are included in [Directive WIAD05-6, Notification Requirement Relating to Lack of One-Stop MOUs](#).

A separate form should be completed for each One-Stop Career Center in your local area that meets this requirement.

1. LWIB	Please enter all information requested
Today's Date:	June 6, 2013
Name of Local Workforce Investment Board:	San Diego Workforce Partnership, Inc.
Counties covered:	San Diego
Center's complete physical address:	South County Career Center 1111 Bay Blvd. Suite E, Chula Vista CA 91911
Mailing address (if different):	
One-Stop Career Center hours of operation:	M, Tu, Thu, Fri 8 AM-5 PM, Wed 8 AM-7 PM
Public phone number:	619-628-0300
Public fax number:	619-429-0342
TTY number:	
Website URL:	<a href="http://www.rescare.com/sccc/index.php">http://www.rescare.com/sccc/index.php</a>
Office Manager/Administrator: (Name and Title)	Sherry Rednour, Project Director
Phone number and email:	619-628-0312
Public contact email address:	<a href="mailto:sherryr@workforce.org">sherryr@workforce.org</a>
Number of staff:	20

2. Required Partner Programs	Partner Providing the Core Services
Programs authorized under WIA Title I (Public Law 105-220);	ResCare Workforce Services Montgomery Adult School-Sweetwater Union Southwestern College Mental Health Systems
Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);	State of California Employment Development Department

Adult education and literacy activities authorized under WIA Title II (Public Law 105-220);	South Bay Community Services Diego Plus Corporation Turning the Hearts Center
Programs authorized under Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);	State of California Department of Rehabilitation
Programs authorized under Section 403(a)(5) of the Social Security Act (42 U.S.C. 603(a)(5), as added by Section 5001 of the Balanced Budget Act of 1997);	County of San Diego Health and Human Services
Activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.);	SER Jobs for Progress
Postsecondary vocational education activities authorized under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.);	Southwestern College
Activities authorized under Chapter 2 of Title II of the Trade Act of 1974 (19 U.S.C. 2271 et eq.);	State of California Employment Development Department
Activities authorized under Chapter 41 of Title 38, U.S.C.;	State of California Employment Development Department Veterans Village of San Diego Able-Disabled Advocacy
Employment and training activities carried out under the Community Services Block Grant Act (42 U.S.C. 9901 et seq.);	County of San Diego Health and Human Services/A
Employment and training activities carried out by the Department of Housing and Urban Development; and,	N/A
Programs authorized under State unemployment compensation laws (in accordance with applicable federal law).	State of California Employment Development Department
<b>Additional Partner Programs</b>	<b>Organization</b>

Economic Development	South County Economic Development Corp.
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## WIA Local Plan Program Years 2013-17 Memorandums of Understanding

Local Workforce Investment Boards are required to establish a Memorandum of Understanding (MOU) with each partner that provides services through the local One-Stop System. Complete the information below and attach a copy of each MOU with your local plan under this cover sheet.

<b>Local Partner Name</b>	<b>MOU Expiration Date</b>
1. California Indian Manpower Consortium	June 30, 2018
2. Center for Employment and Training	June 30, 2018
3. County of San Diego Health and Human Services	June 30, 2018
4. State Department of Rehabilitation	June 30, 2018
5. Employment and Community Options	June 30, 2018
6. Employment Development Department	June 30, 2018
7. Grossmont-Cuyamaca Community College District	June 30, 2018
8. MiraCosta Community College	June 30, 2018
9. Palomar Community College District	June 30, 2018
10. San Diego Housing Commission	June 30, 2018
11. San Diego Superintendent of Schools	June 30, 2018
12. San Diego Job Corps	June 30, 2018
13. SER Jobs for Progress	June 30, 2018
14. Southwestern Community College	June 30, 2018

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**California Indian Manpower Consortium, Inc.**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the California Indian Manpower Consortium, Inc., hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners with utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegowork.com](http://www.sandiegowork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added



services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**CALIFORNIA INDIAN MANPOWER CONSORTIUM, INC.**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**


Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: <mailto:edwardh@qualcomm.com>

**California Indian Manpower Consortium, Inc.**

Lorenda T. Sanchez, Executive Director  
California Indian Manpower Consortium, Inc.  
738 North Market Boulevard  
Sacramento, CA 95834  
Phone: (916) 920-0285  
Fax Number: (916) 641-6338  
Email: [lorendas@cimcinc.com](mailto:lorendas@cimcinc.com)

**Approved for the SDWIB:**

**Approved for the California Indian Manpower Consortium, Inc.**

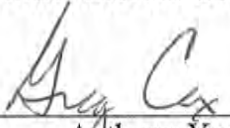
**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair

**Signature:**   
**Name:** Lorenda T. Sanchez  
**Title:** Executive Director  
California Indian Manpower Consortium, Inc.  
September 20, 2012

**Date:** 1/17/13

**Date:** \_\_\_\_\_

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair

**Date:** 1-25-13

PARTNERING ORGANIZATION	California Indian Manpower Consortium, Inc	45,645*	<p style="text-align: center;">RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS</p>	REQUIRED PARTNER PROGRAMS																
				Adult Education & Literacy Activities Adult Programs CalWorks Community Services Block Grant Dislocated Worker Programs Employment Services HUD Employment & Training Activities Job Corps Program Migrant & Seasonal Farm Worker Programs NAFTA Transitional Adjustment Assistance Native American Programs Post-Secondary Vocational Education Title V of the Older Americans Act Trade Adjustment Assistance Unemployment Insurance Veterans Employment & Training Program Vocational Rehabilitation Welfare-To-Work Block Grant Youth Opportunity Grants Youth Programs																

\* The CIMC Escondido Field Office is located on the Pala Indian Reservation in North San Diego County. The allocation for the Program Year is \$45,645 for services and staff overhead costs to serve the 18 Indian reservation communities in San Diego County.

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.



**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**CENTER FOR EMPLOYMENT TRAINING**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the Center for Employment Training, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. **STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. **SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. **STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
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  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**CENTER FOR EMPLOYMENT TRAINING**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

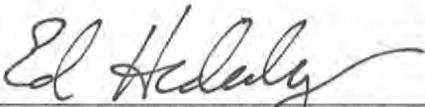
**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**Center for Employment Training**

Dora Mendivil-Angulo (Director)  
CET  
4153 Market St., Ste. C  
San Diego, CA 92102  
Phone: (619) 527-4895  
Fax: (619) 527-5906  
Email: [doram@cet2000.org](mailto:doram@cet2000.org)

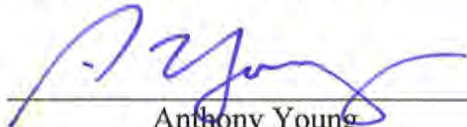
**Approved for the SDWIB:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair  
**Date:** 11-2-2012

**Approved for the One-Stop Career Center Partner:**

**Signature:**   
**Name:** Dora Mendivil-Angulo  
**Title:** Center for Employment Training Director  
**Date:** 1/1/2012

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair  
**Date:** 11/30/12



PARTNERING ORGANIZATION	Center for Employment & Training	\$20,000.00	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	REQUIRED PARTNER PROGRAMS	
				X	Adult Education & Literacy Activities
				X	Adult Programs
				X	CalWorks
					Community Services Block Grant
				X	Dislocated Worker Programs
				X	Employment Services
					HUD Employment & Training Activities
					Job Corps Program
				X	Migrant & Seasonal Farm Worker Programs
				X	NAFTA Transitional Adjustment Assistance
					Native American Programs
				X	Post-Secondary Vocational Education
					Title V of the Older Americans Act
				X	Trade Adjustment Assistance
					Unemployment Insurance
				X	Veterans Employment & Training Program
				X	Vocational Rehabilitation
					Welfare-To-Work Block Grant
					Youth Opportunity Grants
					Youth Programs

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

**PROCUREMENT TERMS**

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

**INFORMATION TECHNOLOGY**

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

**POPULATION**

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

**OTHER**

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training, and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**County of San Diego Health and Human Services Agency**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the COUNTY OF SAN DIEGO, through its HEALTH AND HUMAN SERVICES AGENCY, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.



The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** Each party to this MOU shall indemnify, defend and hold harmless the other One-Stop Career Center partners, State, local government, their officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998, as amended.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - Collaboration as appropriate with County of San Diego contracted agencies providing employment related services.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is to create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

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- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-

Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

- XV. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:
- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
  - Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
  - Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
  - Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center (see attachment for Resource Sharing Agreement).

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**COUNTY OF SAN DIEGO HEALTH AND HUMAN SERVICES AGENCY**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:


**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com


**County Of San Diego Health And Human Services Agency**

Nick Macchione  
County of San Diego Health and Human Services Agency  
1600 Pacific Highway, Room 206  
San Diego, CA 92101  
Phone: 619-515-6545  
Fax Number: 619-515-6556  
Email: nick.macchione@sdcountry.ca.gov

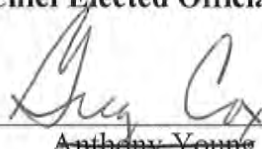
**Approved for the SDWIB:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair  
**Date:** 3 21. 2013

**Approved for the One-Stop Career Center Partner:**

**Signature:**   
**Name:** Nick Macchione  
**Title:** Director, County of San Diego Health and Human Services Agency  
**Date:** 3/26/13

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** ~~Anthony Young~~ Greg Cox  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair  
**Date:** 4-10-2013

RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	N/A* Total volume of resources will depend on number/composition of individuals served	PARTNERING ORGANIZATION
<b>REQUIRED PARTNER PROGRAMS</b>		
Adult Education & Literacy Activities		
Adult Programs		
CalWorks		
Community Services Block Grant	X	
Dislocated Worker Programs		
Employment Services		
HUD Employment & Training Activities		
Job Corps Program		
Migrant & Seasonal Farm Worker Programs		
NAFTA Transitional Adjustment Assistance		
Native American Programs		
Post-Secondary Vocational Education		
Title V of the Older Americans Act		
Trade Adjustment Assistance		
Unemployment Insurance		
Veterans Employment & Training Program		
Vocational Rehabilitation		
Wellfare-To-Work Block Grant		
Youth Opportunity Grants		
Youth Programs		

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** – Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** – The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** – A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** – Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.



**Work Readiness Skills** –Pre-employment skills (e.g. resumés, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

#### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

#### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

#### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinarily use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

#### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**DEPARTMENT OF REHABILITATION**  
**SAN DIEGO DISTRICT**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the Department of Rehabilitation, San Diego District, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

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and  
**DEPARTMENT OF REHABILITATION**  
**SAN DIEGO DISTRICT**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**Department of Rehabilitation**

Peter Dawson, Acting District Administrator  
Department of Rehabilitation  
7575 Metropolitan Drive, Ste. 107  
San Diego, CA 92108  
619-767-2148  
619-767-2134  
pdawson@dor.ca.gov

**Approved for the SDWIB:**

**Approved for the One-Stop Career Center  
Partner:**

**Signature:**



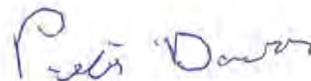
**Name:**

Ed Hidalgo

**Title:**

San Diego Workforce  
Investment Board, Chair

**Signature:**



**Peter Dawson**

**Acting**

**District**

**Administrator**

**Date:**

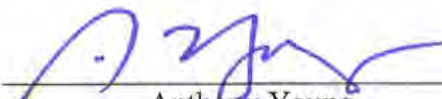
11-7-2012

**Date:**

6-15-12

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

Anthony Young

**Title:**

City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:**

11/30/12



GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** – Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** – The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** – A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** – Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### **PROCUREMENT TERMS**

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### **INFORMATION TECHNOLOGY**

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### **POPULATION**

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### **OTHER**

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.



**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**EMPLOYMENT & COMMUNITY OPTIONS**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and Employment & Community Options, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties. .
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.

- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.
- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:
- Attendance at the monthly One-Stop Career Center Network Meeting.
    - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegoutwork.com](http://www.sandiegoutwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most

restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVI. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XVIII. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**ONE-STOP CAREER CENTER PARTNER NAME**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**One-Stop Career Center Partner**

Wendy Forkas, COO  
Employment & Community Options  
9370 Sky Park Court, Ste 210  
San Diego CA 92123  
Phone: 858-565-9870 ext 115  
Fax: 858-565-9875  
Email: wforkas@communityoptions.org

**Approved for the SDWIB:**

**Approved for the One-Stop Career Center Partner:**

**Signature:**



**Name:**

Ed Hidalgo

**Title:**

San Diego Workforce Investment Board, Chair

**Date:**

1/17/13

**Signature:**



**Name:**

Wendy M. Forkas

**Title:**

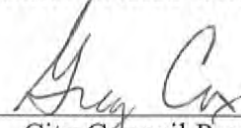
COO

**Date:**

8/28/12

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

City Council President  
Anthony Young

**Title:**

San Diego Consortium Policy Board, Chair

**Date:**

1-25-13

PARTNERING ORGANIZATION	Employment and Community Options	NONE	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	REQUIRED PARTNER PROGRAMS															
				Adult Education & Literacy Activities	Adult Programs	CalWorks	Community Services Block Grant	Dislocated Worker Programs	Employment Services	HUD Employment & Training Activities	Job Corps Program	Migrant & Seasonal Farm Worker Programs	NAFTA Transitional Adjustment Assistance	Native American Programs	Post-Secondary Vocational Education	Title V of the Older Americans Act	Trade Adjustment Assistance	Unemployment Insurance	Veterans Employment & Training Program

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.



**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**THE STATE OF CALIFORNIA**  
**EMPLOYMENT DEVELOPMENT DEPARTMENT**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the **STATE OF CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT (EDD)**, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:
- Attendance at the monthly One-Stop Career Center Network Meeting.
    - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegoutwork.com](http://www.sandiegoutwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added



services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

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**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**THE STATE OF CALIFORNIA**  
**EMPLOYMENT DEVELOPMENT DEPARTMENT**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**The State of California, EDD**

Ellen Greer, Division Chief, Southern  
Workforce Services  
State of California, Employment Development  
Department  
1949 Avenida Del Oro, Suite 114  
Oceanside, CA 92056  
Phone: (760)-639-3750  
Fax Number: (760) 639-3766  
Email: ellen.greer@edd.ca.gov

**Approved for the SDWIB:**

**Signature:**



**Name:**

Ed Hidalgo

**Title:**

San Diego Workforce Investment  
Board, Chair

**Date:**

1/17/13

**Approved for the One-Stop Career Center  
Partner:**

**Signature:**



**Name:**

Ellen Greer

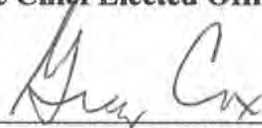
**Title:**

Division Chief, Southern Workforce  
Services

**Date:**

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

Anthony Young

**Title:**

City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:**

1-25-13

PARTNERING ORGANIZATION		Employment Development Department	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	\$8,000,000.00
REQUIRED PARTNER PROGRAMS				
	Adult Education & Literacy Activities			
*	Adult Programs			
	CalWorks			
	Community Services Block Grant			
	Dislocated Worker Programs			
*	Employment Services			
	HUD Employment & Training Activities			
	Job Corps Program			
*	Migrant & Seasonal Farm Worker Programs			
*	NAFTA Transitional Adjustment Assistance			
	Native American Programs			
	Post-Secondary Vocational Education			
	Title V of the Older Americans Act			
*	Trade Adjustment Assistance			
*	Unemployment Insurance			
*	Veterans Employment & Training Program			
	Vocational Rehabilitation			
	Welfare-To-Work Block Grant			
	Youth Opportunity Grants			
*	Youth Programs			

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WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person's opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, clothing/uniforms, work related tools or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** – The new State of California labor exchange and case management system. This system will eventually replace BCMS and CISRS.

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.



OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment

insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT ON BEHALF OF**  
**GROSSMONT COLLEGE**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the Grossmont-Cuyamaca Community College District on behalf of Grossmont College, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2017, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. **EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or

applicant for employment because of race, religion, color, age, sex, national origin, marital status, political affiliation, ethnic background or condition of physical or mental handicap.

- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of race, religion, color, age, sex, national origin, marital status, political affiliation, ethnic background or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:
- Attendance at the monthly One-Stop Career Center Network Meeting.
    - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners with utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The

basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

- XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

- XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.
- XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting,

receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT ON BEHALF OF**  
**GROSSMONT COLLEGE**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**


Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**One-Stop Career Center Partner**

Sue Rearic, Vice Chancellor-Business  
Services  
Grossmont-Cuyamaca Community College  
District on behalf of Grossmont College  
8800 Grossmont College Drive  
El Cajon, CA 92020-1799  
Phone: (619) 644-7575  
Fax Number: (619) 644-7924  
Email: sue.rearic@gcccd.edu

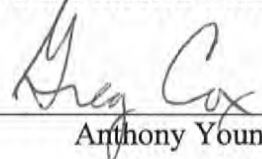
**Approved for the SDWIB:**

**Approved for the One-Stop Career Center Partner:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair  
**Date:** 1/17/13

**Signature:**   
**Name:** Sue Rearic  
**Title:** Vice Chancellor-Business Services  
**Date:** 2/19/12

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair  
**Date:** 1-25-13



PARTNERING ORGANIZATION	Grossmont-Cuyamaca Community College District	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	\$0.00 - off site partner		
					REQUIRED PARTNER PROGRAMS
				Adult Education & Literacy Activities	
				Adult Programs	
				CalWorks	
				Community Services Block Grant	
				Dislocated Worker Programs	
				Employment Services	
				HUD Employment & Training Activities	
				Job Corps Program	
				Migrant & Seasonal Farm Worker Programs	
				NAFTA Transitional Adjustment Assistance	
				Native American Programs	
				Post-Secondary Vocational Education	
				Title V of the Older Americans Act	
				Trade Adjustment Assistance	
				Unemployment Insurance	
				Veterans Employment & Training Program	
				Vocational Rehabilitation	
				Welfare-To-Work Block Grant	
				Youth Opportunity Grants	
				Youth Programs	

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** – A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** – The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** – The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** – The WIB is a federally mandated board which shares responsibility with the Policy Board for overseeing funding and policy development under the WIA. The board's expertise is in labor market conditions and the development of effective responses to regional economic needs.

WORKFORCE TERMS

**Assessment** – A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person's opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** – Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** – The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** – A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** – Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, clothing/uniforms, work related tools or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### **PROCUREMENT TERMS**

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### **INFORMATION TECHNOLOGY**

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** – The new State of California labor exchange and case management system. This system will eventually replace BCMS and CISRS.

### **POPULATION**

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

BUSINESS SERVICES DEFINITIONS

EDUCATION AND TRAINING SERVICES:

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

INFORMATION AND RESOURCE SERVICES:

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment

insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**MIRACOSTA COLLEGE DISTRICT**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the MiraCosta College District, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.



The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. **EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**MIRACOSTA COLLEGE DISTRICT**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

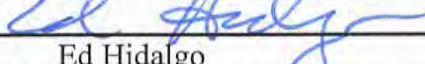
Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**MiraCosta College District**


Linda Kurokawa, Director Community  
Services & Business Development  
MiraCosta College  
1 Barnard Drive  
Oceanside, CA 92056  
Phone: (760)795-6824  
Fax Number: (760)795-6826  
Email: lkurokawa@miracosta.edu

**Approved for the SDWIB:**

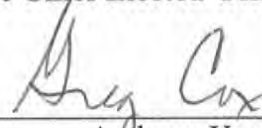
**Approved for the One-Stop Career Center  
Partner:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair

**Date:** 1/17/13

**Signature:**   
**Name:** Linda Kurokawa  
**Title:** Director, Community Services &  
Business Development  
**Date:** 6/9/12

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young

**Title:** City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:** 1-25-13



GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

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**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.



**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**PALOMAR COMMUNITY COLLEGE DISTRICT**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the Palomar Community College District, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. **EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:
- Attendance at the monthly One-Stop Career Center Network Meeting.
    - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners with utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegowork.com](http://www.sandiegowork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:



- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
by and between  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
and  
**PALOMAR COMMUNITY COLLEGE DISTRICT**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

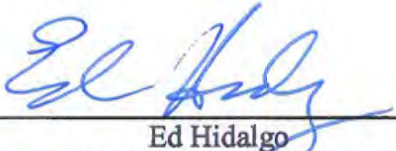
**Palomar Community College District**

Robert P. Deegan, Superintendent/President  
Palomar Community College District  
1140 West Mission Road  
San Marcos, CA 92069-1487  
Phone: (760) 744-1150 x2277  
Fax Number: (760) 591-9108  
Email: rdeegan@palomar.edu

**Approved for the SDWIB:**

**Approved for the One-Stop Career Center Partner:**

**Signature:**



**Name:**

Ed Hidalgo

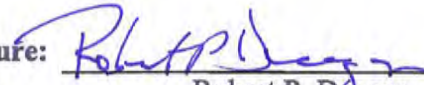
**Title:**

San Diego Workforce Investment Board, Chair

**Date:**

1/17/13

**Signature:**



**Name:**

Robert P. Deegan

**Title:**

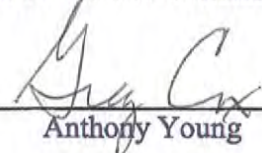
Superintendent/President

**Date:**

7-11-12

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

Anthony Young

**Title:**

City Council President  
San Diego Consortium Policy Board, Chair

**Date:**

1-25-13

APPROVED BY  
GOVERNING BOARD

JUL 1 0 2012

PALOMAR COMM.  
COLLEGE DIST.

PARTNERING ORGANIZATION		Palomar Community College District	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	90-00 - <del>41</del> after partner \$60,000
REQUIRED PARTNER PROGRAMS				
✓	Adult Education & Literacy Activities			
	Adult Programs			
✓	CalWorks			
	Community Services Block Grant			
	Dislocated Worker Programs			
	Employment Services			
	HUD Employment & Training Activities			
	Job Corps Program			
	Migrant & Seasonal Farm Worker Programs			
	NAFTA Transitional Adjustment Assistance			
	Native American Programs			
✓	Post-Secondary Vocational Education			
	Title V of the Older Americans Act			
	Trade Adjustment Assistance			
	Unemployment Insurance			
✓	Veterans Employment & Training Program			
	Vocational Rehabilitation			
	Welfare-To-Work Block Grant			
	Youth Opportunity Grants			
	Youth Programs			

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** – The WIB is a federally mandated board which shares responsibility with the Policy Board for overseeing funding and policy development under the WIA. The board's expertise is in labor market conditions and the development of effective responses to regional economic needs.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person's opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, clothing/uniforms, work related tools or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### **PROCUREMENT TERMS**

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### **INFORMATION TECHNOLOGY**

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** – The new State of California labor exchange and case management system. This system will eventually replace BCMS and CISRS.

### **POPULATION**

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

**OTHER**

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment



insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**San Diego Housing Commission**

**This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as “SDWIB” with the agreement of the Chief Local Elected Officials, and the San Diego Housing Commission, hereinafter referred to as “One-Stop Career Center partner” for the purpose of creating a One-Stop Career Center partnership to operate as a “single service delivery system,” under the Workforce Investment Act (WIA) of 1998.**

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization’s funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board (SDWIB)** determines the organization’s funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego’s workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing

decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. **EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners with utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegowork.com](http://www.sandiegowork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added services designed to increase their employability and their chances of retaining jobs and

advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.

- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**San Diego Housing Commission**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

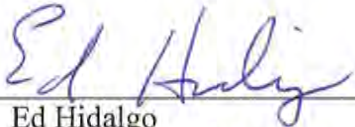
**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**San Diego Housing Commission**

Richard C. Gentry, President and Chief  
Executive Officer  
San Diego Housing Commission  
1122 Broadway  
San Diego, CA 92101  
Phone: 619.578.7531  
Fax Number:  
Email: rickg@sdhc.org

**Approved for the SDWIB:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment  
Board, Chair

**Date:** 3-21-2013

**Approved for the One-Stop Career Center  
Partner:**

**Signature:**   
**Name:** Richard C. Gentry  
**Title:** President and Chief Executive Officer

**Date:** 3-18-2013

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** ~~Todd Gloria~~ Greg Cox  
**Title:** City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:** 4-10-2013

PARTNERING ORGANIZATION	San Diego Housing Commission	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	\$32,315.00	REQUIRED PARTNER PROGRAMS															
	Adult Education & Literacy Activities Adult Programs CalWorks Community Services Block Grant Dislocated Worker Programs Employment Services HUD Employment & Training Activities Job Corps Program Migrant & Seasonal Farm Worker Programs NAFTA Transitional Adjustment Assistance Native American Programs Post-Secondary Vocational Education Title V of the Older Americans Act Trade Adjustment Assistance Unemployment Insurance Veterans Employment & Training Program Vocational Rehabilitation Wellfare-To-Work Block Grant Youth Opportunity Grants Youth Programs																		



GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** – Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** – The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** – A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** – Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

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**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**San Diego County Superintendent of Schools**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the San Diego County Superintendent of Schools, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. **DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. **MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. **DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. **INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. **APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. **GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. **EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.



- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:
- Attendance at the monthly One-Stop Career Center Network Meeting.
    - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
  - If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
  - If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegocatwork.com](http://www.sandiegocatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**SAN DIEGO COUNTY SUPERINTENDENT OF SCHOOLS**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**San Diego County Superintendent of Schools**

Lora Duzyk, Assistant Superintendent  
6401 Linda Vista Rd.  
San Diego, CA 92111-7399  
858-292-3500

**Approved for the SDWIB:**

**Signature:**



**Name:**

Ed Hidalgo

**Title:**

San Diego Workforce Investment  
Board, Chair

**Date:**

1/17/13

**Approved for the One-Stop Career Center Partner:**

**Signature:**



**Name:**

Lora Duzyk

**Title:**

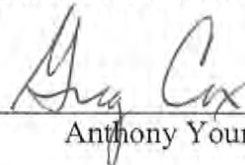
Assistant Superintendent

**Date:**

SEP 6 2012

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

Anthony Young

**Title:**

City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:**

1-25-13

1213226

PARTNERING ORGANIZATION		San Diego County Office of Education	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	\$0.00 - off site partner
REQUIRED PARTNER PROGRAMS				
	Adult Education & Literacy Activities			
	Adult Programs			
	CalWorks			
	Community Services Block Grant			
	Dislocated Worker Programs			
	Employment Services			
	HUD Employment & Training Activities			
	Job Corps Program			
	Migrant & Seasonal Farm Worker Programs			
	NAFTA Transitional Adjustment Assistance			
	Native American Programs			
	Post-Secondary Vocational Education			
	Title V of the Older Americans Act			
	Trade Adjustment Assistance			
	Unemployment Insurance			
	Veterans Employment & Training Program			
	Vocational Rehabilitation			
	Welfare-To-Work Block Grant			
	Youth Opportunity Grants			
X	Youth Programs			

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** – The WIB is a federally mandated board which shares responsibility with the Policy Board for overseeing funding and policy development under the WIA. The board's expertise is in labor market conditions and the development of effective responses to regional economic needs.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person's opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** – Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** – The term used for a performance measure that calculates the percentage of clients who successfully attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** – A plan developed with the client and his case manager that takes into account the client's skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** – Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, clothing/uniforms, work related tools or food that are necessary to enable an individual to participate in activities authorized under Title I of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.



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**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** – The new State of California labor exchange and case management system. This system will eventually replace BCMS and CISRS.

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment

insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

### LAY OFF ASSISTANCE SERVICES:

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

### RECRUITMENT SERVICES:

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**SAN DIEGO JOB CORPS**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the San Diego Job Corps, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee** (WAC) provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegocatwork.com](http://www.sandiegocatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

**XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

**XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

**XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.



**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**SAN DIEGO JOB CORPS**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

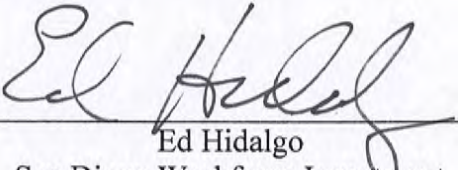
**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

**San Diego Job Corps**

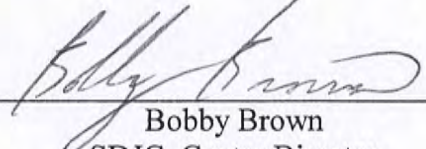
Bobby Brown, Center Director  
1325 Iris Avenue  
Imperial Beach, CA 91932  
Phone: 619.429.8500  
Fax Number: 619.429.4909  
Email: Brown.Bobby@jobcorps.org

**Approved for the SDWIB:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair

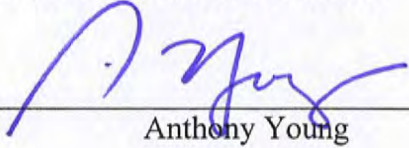
**Date:** 11-7-2012

**Approved for the One-Stop Career Center Partner:**

**Signature:**   
**Name:** Bobby Brown  
**Title:** SDJC, Center Director

**Date:** July 2, 2012

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair

**Date:** 11/30/12

<p style="text-align: center;">PARTNERING ORGANIZATION</p>	San Diego Job Corps	<p>RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS</p>	<p>\$0.00 - off-site partner</p>	<p>REQUIRED PARTNER PROGRAMS</p>	Adult Education & Literacy Activities
					Adult Programs
					CalWorks
					Community Services Block Grant
					Dislocated Worker Programs
					Employment Services
					HUD Employment & Training Activities
					Job Corps Program
					Migrant & Seasonal Farm Worker Programs
					NAFTA Transitional Adjustment Assistance
					Native American Programs
					Post-Secondary Vocational Education
					Title V of the Older Americans Act
					Trade Adjustment Assistance
					Unemployment Insurance
					Veterans Employment & Training Program
					Vocational Rehabilitation
					Welfare-To-Work Block Grant
					Youth Opportunity Grants
					Youth Programs

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### **PROCUREMENT TERMS**

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### **INFORMATION TECHNOLOGY**

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### **POPULATION**

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### **OTHER**

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

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**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.



**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**SER/JOBS FOR PROGRESS**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the SER/Jobs for Progress, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
  
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
  
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

**XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.

**XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.

**XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication. The following methods of participation will be required as applicable:

- Attendance at the monthly One-Stop Career Center Network Meeting.
  - A designee with appropriate authority is to be present to act on behalf of the One-Stop Career Center partner.
- If physically housed in the One-Stop Career Center, use of standardized CCN forms. Standardized CCN client assessment and tracking forms will be agreed upon by all participating One Stop Career Center partners and will be utilized to insure integration of services at the center including all systems established by the CCN during monthly CCN meetings.
- If physically housed in the One-Stop Career Center, utilization of a standardized data management system. The use of a standard data management system with One-Stop Career Center partners will allow for sharing of information. All contractors and partners will utilize the Customer Information Services Reporting System (CISRS) until deployment of the new statewide California Workforce Services Network (CWSN) is completed.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added

services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

- XIV. SITE SUPERVISION:** All One-Stop Career Center partners' functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

- XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.

- XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:

- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
- Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a “need-to-know” basis only.
- Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
- Use the information only when working with programs within the CCN.

**XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.

**XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**SER/JOBS FOR PROGRESS, INC.**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:

**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com

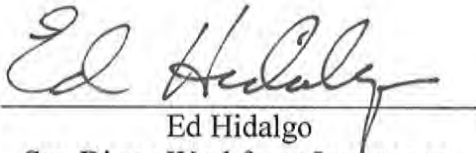
**One-Stop Career Center Partner**

Rebecca Mendibles, President/CEO  
SER/Jobs for Progress  
255 N. Fulton Street, #106  
Fresno, CA 93701  
Phone: (559) 452-0881  
Fax: (559) 803-6154  
Email: becki.m@sbcglobal.net

**Approved for the SDWIB:**

**Approved for the One-Stop Career Center Partner:**

**Signature:**



**Name:**

Ed Hidalgo

**Title:**

San Diego Workforce Investment  
Board, Chair

**Date:**

11.7.2012

**Signature:**



**Name:**

Rebecca Mendibles

**Title:**

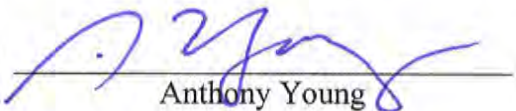
President/CEO

**Date:**

7/2/12

**Agreement of the Chief Elected Official:**

**Signature:**



**Name:**

Anthony Young

**Title:**

City Council President  
San Diego Consortium Policy  
Board, Chair

**Date:**

11/30/12

<b>PARTNERING ORGANIZATION</b>	<b>SER/Jobs for Progress</b>	<b>RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS</b>	<b>REQUIRED PARTNER PROGRAMS</b>														
	\$0.00 - off site partner		Adult Education & Literacy Activities Adult Programs CalWorks Community Services Block Grant Dislocated Worker Programs Employment Services HUD Employment & Training Activities Job Corps Program Migrant & Seasonal Farm Worker Programs NAFTA Transitional Adjustment Assistance Native American Programs Post-Secondary Vocational Education Title V of the Older Americans Act Trade Adjustment Assistance Unemployment Insurance Veterans Employment & Training Program Vocational Rehabilitation Welfare-To-Work Block Grant Youth Opportunity Grants Youth Programs														

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** –A governing board, required under WIA legislation, made up of mandatory WIA partners, non-mandatory partners, and businesses. In San Diego County, the WIB is a 49-member board.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person’s opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.



**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, child care, housing/shelter, clothing/uniforms, work related tools, license/certification fees, corrective lenses, or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** -

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.

### OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

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**Presentations to Employers:** Formal presentations to employers regarding the resources and services available through the One-Stop Career Center Network, including presentations on unemployment insurance, labor laws, UI issues, tax credits, career center services, and other employment and training topics. Presentation may be customized for local demand and economic factors.

**Tax Credit Information and Assistance:** Informing employers about available tax credits and incentives and facilitating access to them.

**LAY OFF ASSISTANCE SERVICES:**

**Enhanced Rapid Response:** Services provided to employers whose lay-off affects fewer than 50 people and for whom there is no WARN notice. Regardless of the size of the employer, Rapid Response is also enhanced when it is provided off hours, helps with resume development, involves a job fair, or involves other non-standard services.

**Rapid Response:** Support to local businesses that are planning for, or in the midst of, closing, relocating, or a significant layoff or staffing reduction affecting 50 or more employees. These services involve responding to State-issued WARN notices and other local indicators, and involve meeting with businesses to assess their needs, coordinating the participation of all appropriate Career Center partners, and making formal presentations to impacted workers outlining the resources and services available through the Career Center Network. Rapid Response also includes providing written materials to employers with fewer than 50 employees.

**RECRUITMENT SERVICES:**

**Applicant Screening:** System-assisted screening to identify all job seekers who have certain defined characteristics, e.g. high school diploma. Applicant screening is completed electronically and can be done for all employers.

**Customized Recruitment:** Staff assisted hiring events, held at the Career Center or employer sites, which are organized to attract and recruit qualified jobseekers for a specific employer's job openings.

**Enhanced Job Postings:** Enhanced job postings include advertising job openings in media publications and developing and posting flyers.

**Job Posting -** A tool employers use to market their current job openings. Most job postings include the name and contact number of the business, relevant information regarding the open position(s), and application requirements. Jobs may be posted electronically, on job boards, or broadcast via e-mail.

**Job Fairs:** An event for multiple businesses to showcase their career opportunities and job openings to local job seekers. Job fairs can serve multiple purposes and target job seekers throughout the county. Job fairs are defined as an employer service when they are focused on serving businesses. Participation in and service to the job seeker client, such as manning a booth at a Chamber Job Fair, is not considered a business service.

**Matching and Referral:** Staff-assisted matching and referral of qualified applicants to specific job openings. Job matching and referral includes follow up to aid retention and improve the quality of future referrals.

**MEMORANDUM OF UNDERSTANDING**  
**By and Between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**And**  
**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT**

This Memorandum of Understanding (MOU) is entered into between the San Diego Workforce Investment Board, hereinafter referred to as "SDWIB" with the agreement of the Chief Local Elected Officials, and the Southwestern Community College District, hereinafter referred to as "One-Stop Career Center partner" for the purpose of creating a One-Stop Career Center partnership to operate as a "single service delivery system," under the Workforce Investment Act (WIA) of 1998.

- I. STRATEGIC VISION FOR THE ONE-STOP CAREER CENTER NETWORK:** The purpose of the San Diego Workforce Partnership One-Stop Career Center Network (CCN) is to advance the economic well being of the San Diego Workforce Investment Area by developing and maintaining a quality workforce and by serving as the focal point for all local and regional workforce investment initiatives. This will be achieved through the delivery of high quality and integrated workforce development, education, and economic development services for job seekers, incumbent workers, and employers.
- II. SAN DIEGO WORKFORCE PARTNERSHIP ONE-STOP CAREER CENTER NETWORK DESCRIPTION:** The CCN consists of six (6) uniquely designed One-Stop Career Centers and various satellite sites located throughout San Diego County. The CCN provides employment services to the general public, including career assessment, job training, and job search assistance for San Diego City and County residents whether unemployed or employed. The CCN also provides placement services for businesses looking to hire skilled, pre-qualified workers, as well as planning services for businesses facing layoffs or plant closures.
- III. STRUCTURE AND MANAGEMENT:** The **San Diego Consortium Policy Board** determines the organization's funding initiatives, sharing this responsibility with the SDWIB under the WIA. This board is comprised of two San Diego City Council members, two County Supervisors and a representative of the United Way Board of Directors.

The **San Diego Workforce Investment Board** (SDWIB) determines the organization's funding initiatives, sharing this responsibility with the San Diego Consortium Policy Board under the WIA. Board members possess expertise in labor market conditions and the development of effective responses to San Diego's workforce needs. This board consists of representatives from businesses, labor organizations, educational institutions and community organizations.

The **San Diego Workforce Partnership, Inc. Board of Directors** provides oversight and governance for organizational activities. This board represents an array of San Diego's booming industries, including healthcare, telecommunications, life sciences, and biotechnology.

The Board of Directors is responsible for oversight of activities of the San Diego Workforce Partnership, including internal business operation issues such as lease agreements and staffing

decisions. It also negotiates consensus between the public and private sectors on institutional change to develop a more highly skilled workforce, leveraging resources and developing innovative strategies to ensure continued regional prosperity and manages administrative needs of the San Diego Consortium Policy Board and the SDWIB.

There are two bodies that oversee the Workforce Partnership's WIA activities. The **Youth Council** is the primary body addressing youth issues under the WIA. This council is a collaborative community partnership between business, educators, community-based organizations, parents, and youth. The Youth Council reports to the SDWIB.

The **Workforce Advancement Committee (WAC)** provides oversight and direction to the One-Stop Career Center system and adult job training programs and is responsible for ensuring a seamless delivery system that enhances customer choice, access to services and improves outcomes for residents seeking job training. The WAC reports to the SDWIB.

- IV. DURATION:** The term of this MOU is from July 1, 2012 to June 30, 2018, and is renewable at the option of both parties. Either party to this MOU can terminate the MOU upon thirty (30) days prior written notice to the other party, except that notice of termination shall be given by the One-Stop Career Center partner to both the Workforce Partnership and SDWIB.
- V. MODIFICATION AND ASSIGNMENT:** This MOU may be modified at any time by written agreement of the parties.
- VI. DISPUTES:** The One-Stop Career Center partner shall first attempt to resolve all disputes informally at the lowest possible level and those that can't be resolved will be elevated to the One-Stop Network Leadership Team if it involves the whole network or just to the Regional Leaders if it involves issues specific to a region.
- VII. INDEMNIFICATION:** The One-Stop Career Center partner of this MOU and the SDWIB mutually indemnify, defend and hold harmless the One-Stop Career Center partners, State, local government, it's officers, agents, and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, supplies, laborers, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged in the performance of this MOU.
- VIII. APPROVAL:** This MOU is of no force or effect until signed by the One-Stop Career Center partner and the SDWIB with the agreement of the Chief Local Elected Official of the Local Area. Once signed, this MOU becomes a part of the Local Board's current WIA Five-Year Plan.
- IX. GOVERNING LAW:** This MOU is governed by, and shall be interpreted in accordance with the laws of the State of California, and the Workforce Investment Act of 1998.
- X. EQUAL EMPLOYMENT OPPORTUNITY:** During the performance of this agreement, the One-Stop Career Center partner agrees that they will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin.

- XI. NONDISCRIMINATORY SERVICES:** The One-Stop Career Center partner agrees that all goods and services pursuant to this agreement shall be available to all persons regardless of age, sex, race, political affiliation, religion, ethnic background, marital status, or condition of physical or mental handicap.
- XII. AMERICANS WITH DISABILITIES ACT COMPLIANCE:** The One-Stop Career Center partner agrees to comply with the Americans With Disabilities Act (ADA) of 1990 (42 U.S.C. Section 12101 et seq.), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. Section 794), and California Government Code Section 11135 et seq., as well as the regulations which implement these statutes, which prohibit discrimination on the basis of disability.
- XIII. PARTNERSHIP PARTICIPATION:** To facilitate exchange of information and seamless operation, the One-Stop Career Center partner is expected to maintain a high level of communication.

**Collaborative Outreach Strategy:** The CCN will be promoted as a comprehensive entity. However, services and staff from each One-Stop Career Center partner agency will be identified. The One-Stop Career Center partner is expected to participate in creating an overall brand strategy that showcases the One-Stop CCN in San Diego County. This planned approach is to give the community a unified awareness for the collective services, programs, and resources available at any of the One-Stop Career Centers across the county. Workforce Partnership staff will meet with assigned One-Stop Career Center staff designated as “communications liaisons,” to provide advice and support on media relations, community outreach, special events, and website updates. They shall also have a visible and proactive online presence through an updated website and appropriate social media. Websites of each One-Stop Career Center shall link to the Workforce Partnership’s [www.sandiegatwork.com](http://www.sandiegatwork.com) splash page.

**Integrated Service Delivery Model:** One-Stop Career Center partner shall comply with the integrated service delivery model currently in place within the One-Stop Career Centers. The basis of the integrated service delivery model is create a local workforce system that is skill based and moves the One-Stop Career Center customer through a common set of value added services designed to increase their employability and their chances of retaining jobs and advancing in them. One-Stop Career Center staff and partners place emphasis on assessment, career coaching and skill development, rather than self-directed services. The key principles of the integrated service delivery model are:

- A common pool of co-enrolled customers, composed of WIA Title I Adult and Dislocated Workers (WIA); Wagner-Peyser, Long Term Unemployed, Veterans, Migrant Seasonal Farm Workers (MSFW), and Trade Adjustment Act (TAA).
- A common set of services available to all customers in the pool through a common customer flow.
- Shared WIA, Wagner-Peyser, Veteran, MSFW and TAA staffing of the common integrated service and customer flow.

- XIV. SITE SUPERVISION:** All One-Stop Career Center partners’ functional supervisors will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right of access by State labor organization representatives



pursuant to the Ralph C. Dills Act (Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code).

Each region has a Regional Leadership Team made up of Wagner-Peyser and WIA funded managers who also serve on the Network Leadership Team. Every level is co-managed by an Employment Development Department (EDD) Manager and a Local WIA Manager. The San Diego Workforce Partnership's Director of the Workforce Advancement Division and the EDD Employment Development Administrator lead the entire San Diego CCN. Regional Leadership Teams are comprised of EDD Area Reporting Unit (ARU) and Local Workforce Investment Area (LWIA) Managers who manage each of the four regions. EDD Site Managers and LWIA managers oversee the functional assignments of staff providing all services in each region (North, South, East, and Metro). The integrated teams are made up of all EDD and WIA staff. Although the centers are co-managed, the roles and responsibilities of each manager are clearly delineated so managers and staff know who to go to for what purpose.

- XV. NEUTRAL BROKERING:** The referral systems must always be seen in a manner that ensures that job seeker customers and business customers receive neutral, objective and impartial referrals to service providers. One-Stop Career Center partner shall make such referrals in a manner that does not result in any bias in favor of a particular service provider or providers. One-Stop Career Center partner agrees that SDWIB shall be entitled to impose on One-Stop Career Center partner such additional requirements with respect to neutral brokering as SDWIB deems necessary in order to ensure the absolute neutrality, objectivity, and impartiality of One-Stop Career Center partner in referrals and the absence of the reality or perception of any bias in referrals.
- XVI. CONFIDENTIALITY:** The One-Stop Career Center partner agrees to honor confidentiality. Exchanged information shall remain private and confidential in accordance with the most restrictive confidentiality requirements of any of the One-Stop Career Center partners collecting, receiving or sharing information. As a condition of providing services within the CCN, the One-Stop Career Center partner shall adhere to the following:
- Treat all client information with the strictest degree of confidentiality during and after involvement within the CCN.
  - Keep all information that is exchanged between them in the strictest confidence and make such information available to their own employees on a "need-to-know" basis only.
  - Store and process information in electronic format, where it is appropriate, and in such a way that unauthorized persons cannot reasonably retrieve the information.
  - Use the information only when working with programs within the CCN.
- XVII. SEVERABILITY OF PROVISIONS:** If any provisions of this MOU are held invalid or unenforceable, the remainder of this MOU shall not be affected and would then continue to have force and effect.
- XVIII. RESOURCE SHARING AGREEMENTS:** One-Stop Career Center Operators will execute Resource Sharing Agreements with each partner in the One-Stop Career Center.

**XIX. ATTACHMENTS:** The following attachments are included in this MOU:

- A. Resource Sharing Agreement
- B. Definitions: Commonly used terms in the Workforce Development System

Additional Attachments: More specific resource sharing arrangements or financial agreements may be executed from time to time. If those additional agreements reference this MOU, they shall be considered additional attachments.

**MEMORANDUM OF UNDERSTANDING**  
**by and between**  
**THE SAN DIEGO WORKFORCE INVESTMENT BOARD**  
**and**  
**SOUTHWESTERN COMMUNITY COLLEGE DISTRICT**

**PARTIES:** The parties to this Memorandum of Understanding (MOU) are:


**San Diego Workforce Investment Board**

Ed Hidalgo, Senior Director of Staffing (CHAIR)  
Qualcomm  
5775 Morehouse Drive  
San Diego, CA 92121  
Phone: (858) 651-2084  
Fax: (858) 651-6692  
Email: edwardh@qualcomm.com


**Southwestern Community College District**

Melinda Nish, Ed.D., Superintendent/President  
Southwestern Community College District  
900 Otay Lakes Road  
Chula Vista, CA 91910-7299  
Phone: (619) 482-6301  
Fax Number: (619) 482-6413  
Email: mnish@swccd.edu

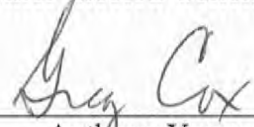
**Approved for the SDWIB:**

**Signature:**   
**Name:** Ed Hidalgo  
**Title:** San Diego Workforce Investment Board, Chair  
**Date:** 1/17/13

**Approved for the One-Stop Career Center Partner:**

**Signature:**   
**Name:** Melinda Nish, Ed.D.  
**Title:** Superintendent/President  
**Date:** 9/24/12

**Agreement of the Chief Elected Official:**

**Signature:**   
**Name:** Anthony Young  
**Title:** City Council President  
San Diego Consortium Policy Board, Chair  
**Date:** 1-25-13

**Approved as to form by the office of the Purchasing, Contracting & Central Services Director**  
**Approval No.:** M3594.12  
**Date:** 8/17/12

PARTNERING ORGANIZATION		Southwestern Community College District	RESOURCES SHARED BETWEEN PARTNERS TO SERVE COMMON ONE-STOP SYSTEM CUSTOMERS	x	Adult Education & Literacy Activities
					x
				x	CalWorks
					Community Services Block Grant
					Dislocated Worker Programs
				x	Employment Services
					HUD Employment & Training Activities
					Job Corps Program
					Migrant & Seasonal Farm Worker Programs
					NAFTA Transitional Adjustment Assistance
					Native American Programs
				x	Post-Secondary Vocational Education
					Title V of the Older Americans Act
					Trade Adjustment Assistance
					Unemployment Insurance
					Veterans Employment & Training Program
					Vocational Rehabilitation
					Welfare-To-Work Block Grant
					Youth Opportunity Grants
					Youth Programs

REQUIRED PARTNER PROGRAMS

GLOSSARY OF TERMS, ACRONYMS, AND DEFINITIONS

LEGISLATIVE/GOVERNMENT

**One-Stop Career Center** – WIA services are provided through a streamlined service delivery system at One-Stop Career Centers. One-Stop Career Centers house numerous partners with expertise in different types of services, such as the Employment Development Department, the Department of Rehabilitation, and the Health and Human Services Agency. In San Diego there are six comprehensive One-Stop Career Centers located throughout the county.

**San Diego Consortium Policy Board (Policy Board)** –A five-member board made up of two San Diego City Council members, two San Diego County Supervisors, and one business representative appointed by the United Way. The Policy Board serves as the local elected official required under WIA, and oversees funding and policy development under the WIA. The Policy Board appoints the members of the WIB.

**United States Department of Labor (USDOL)** –The administrative department at the federal level responsible for the administration of WIA.

**The Employment and Training Administration (ETA)** –The division of the USDOL that administers WIA-funded programs.

**Workforce Investment Act (WIA)** – The federal law that governs the public workforce development system in the United States. WIA was signed into law on August 7, 1998 by President Clinton. WIA reformed federal job training programs and created a new comprehensive workforce system. The reformed system is intended to be customer-focused, providing individuals, including youth, access to the tools needed for managing their careers and helping businesses find skilled workers.

**Workforce Investment Board (WIB)** – The WIB is a federally mandated board which shares responsibility with the Policy Board for overseeing funding and policy development under the WIA. The board's expertise is in labor market conditions and the development of effective responses to regional economic needs.

WORKFORCE TERMS

**Assessment** –A review of educational skill levels, occupational skills, prior work experience, employability, interests, aptitudes (including interest in non-traditional jobs), and supportive service needs. Where appropriate, recent assessments (within 1 year) could be used in lieu of additional assessments. The goal is to accurately evaluate the client in order to develop an appropriate service strategy to meet his individual needs.

**Barriers to Employment** – Any demonstrable characteristic(s) of an applicant that serves to limit, hinder, or prohibit that person's opportunities for employment or promotion. Examples of barriers to employment are limited English language proficiency, disabilities, substance abuse, homelessness, and basic skills deficiencies.

**Basic Skills Deficient** – English reading, writing, or computing skills at or below the 8<sup>th</sup> grade level (8.9) on a generally accepted standardized test or a comparable score on a criterion referenced test, or an inability to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the family, or in society.

**Case Management** – A client-centered approach in the delivery of all-encompassing, customized services. This is an activity used to document the general coordination of all other client services.

**Collaborative** – A mutually beneficial and well-defined relationship entered into by organizations to achieve common goals. The relationship includes a jointly developed structure and responsibility, mutual authority, and accountability for success and sharing of resources.

**Core A Universal Services** –Services that are self-directed activities described as informational only, with no significant staff involvement on an individual basis. Core A workshops require no follow-up activity between staff and the customer, and focus on group rather than individual instruction. There is no eligibility determination required. Among the types of Core A workshops provided at the One-Stop Career Center are those that teach general job search assistance techniques and employability skills such as resume writing, interviewing, and dressing for success. These workshops are meant to serve universal access customers. Registration into WIA is not required for participation.

**Core B/Intensive Services** - Services provided to clients who have been determined eligible for WIA services and are registered into the grant funding source (Adult or Dislocated Worker) program. Individuals who receive Core B/Intensive Services will be included in the WIA performance measures. Because of the increased level of accountability for the outcomes of these customers, it is required by the Workforce Partnership that each registered customer be assigned a Case Manager/Workforce Development Advisor. Assignment of a case manager is an Intensive Service. Therefore, locally, Core B and Intensive Services are combined and referred to as Core B/Intensive Services.

Examples of some specific Core B/Intensive Services are documented job search, supportive services, short-term prevocational services, workforce preparation services, assessment, counseling, follow-up services, and referral to training services.

**Credential** – A nationally recognized degree or certificate or a state/locally recognized credential. Credentials will include, but are not limited to a high school diploma, GED, or other recognized equivalents; postsecondary degrees; or recognized skills standards and licensure or industry recognized certificates. Includes all State Education Agency recognized credentials.

**Entered Employment Rate (EER)** –The term used for a performance measure that calculates the percentage of clients who successful attain employment from WIA programs and services.

**Exit** – The time at which a client completes services, or the quarter within which he has not received any WIA services for 90 days, except follow-up, and has no future services scheduled. A WIA Exit Form must be completed.

**Individual Employment Plan (IEP)** –A plan developed with the client and his case manager that takes into account the client’s skills, abilities, interests, and aptitude to determine the course of action the client needs to follow to realize success in reaching his employment goals.

**Individual Training Accounts (ITAs)** –Authorizations used by One-Stop Career Center clients to purchase classroom training that will prepare them for employment in demand occupations in San Diego County.

**Job Placement** – Services provided to help a client obtain a specific placement in unsubsidized employment.

**Job Search Assistance** – The provision of instruction and support to give a client skills in acquiring full time employment. The services provided may include, but are not limited to:

- Resume writing
- Interviewing skills
- Labor market guidance
- Telephone techniques
- Information on job openings
- Job acquisition strategies

**Limited English Language Proficiency** – The inability of an individual, whose native language is not English, to speak, read, write, or understand the English language.

**Not Employed** – An individual who does not meet the definition of employed, or who although employed, has received a notice of termination of employment.

**Non-traditional Employment** – Employment in an occupation or field of work for which individuals of that gender (both males and females) comprise less than 25% of the individuals employed in that occupation or field of work.

**Occupational Skills Training** – Skill training for a specific occupation.

**On-the-job Training (OJT)** – Training by an employer that is provided to WIA participants while they are engaged in productive work and earning a wage in a job that:

1. Provides knowledge or skills essential to the full and adequate performance of the job; and
2. Provides WIA-funded reimbursement to the employer of up to fifty percent (50%) of the wage rate of the participant, for the extraordinary costs of providing the training and additional supervision related to the training; and
3. Is limited in duration as appropriate to the occupation for which the participant is being trained, taking into account the content of the training, the prior work experience of the participant, and the IEP of the participant as appropriate.

**Orientation** – A meeting with interested members to provide information on the full services and policies that are available through the One-Stop Career Center Network and contracted programs

**Participant** – An individual who has been determined to be eligible to participate in and who is receiving services (except follow-up services authorized under WIA) under a program authorized by WIA, Title I. Participation shall be deemed to commence on the first day, following determination of eligibility, on which the individual began receiving staff assisted services.

**Postsecondary Education** – A program at an accredited, degree-granting institution that leads to an academic degree (e.g. AA, AS, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.

**Registration** – All clients eligible for WIA services must be registered or enrolled in CISRS in order to receive services. At the point of registration, clients are counted for performance measurement purposes.

**Retention Rate at 1<sup>st</sup> Quarter After Exit** – The term used for a performance measure that calculates the percentage of clients who were employed at exit and retained their jobs during the first calendar quarter following their exit from the program. (Calendar quarters are July – September, October – December, January – March, and April – June.)

**Supportive Services** – Such services as transportation, clothing/uniforms, work related tools or food that are necessary to enable an individual to participate in activities authorized under Title 1 of WIA and are consistent with the provisions of the Act.

**Under-employed Individual** – An individual who is working part time, but desires full time employment, or who is working in employment not commensurate with his level of educational attainment.

**Unemployed Individual** – An individual who is without a job and who wants and is available for work.

**Unsubsidized Employment** – Full or part-time permanent employment not financed with state or federal funds. Includes entry into the Armed Forces, entry into employment in a registered apprenticeship program, and self-employment.

**Work Readiness Skills** –Pre-employment skills (e.g. resumes, applications, and interviews), work maturity skills (e.g. problem solving, teamwork, and organization skills), employability skills (e.g. punctuality, dependability, and appearance), basic skills (reading, writing, and math), and generic occupational skills (e.g. customer service and safety procedures).

**Workforce Development** –Services that help individuals find employment and receive training that leads to job placement and career advancement, while simultaneously helping businesses meet their needs for qualified personnel. The services overseen by the WIB and delivered via the One-Stop Career Centers are workforce development services.

### PROCUREMENT TERMS

**Qualified Applicant List (QAL)** – Those organizations whose RFQ has been approved are placed on the QAL as eligible for a contract award from the Workforce Partnership.

**Request for Proposals (RFP)** – A solicitation for proposals for the purchase of products or services.

**Request for Qualifications (RFQ)** – An application the Workforce Partnership uses to determine an organization’s administrative and fiscal capacity to meet Workforce Partnership, state, and federal government requirements for the provision of WIA services.

### INFORMATION TECHNOLOGY

**Business Contact Management System (BCMS)** –The Workforce Partnership’s system used to track services provided to business customers.

**Customer Information Services Reporting System (CISRS)** –The Workforce Partnership’s client tracking and case management system.

**California Workforce Services Network (CWSN)** – The new State of California labor exchange and case management system. This system will eventually replace BCMS and CISRS.

### POPULATION

**Homeless** – An individual who lacks a fixed, regular, adequate nighttime residence; and any adult or youth who has a primary nighttime residence that is a publicly or privately operated shelter for temporary accommodation, an institution providing temporary residence for individuals intended to be institutionalized, or a public or private place not designated for ordinary use as a regular sleeping accommodation for human beings. (NOTE: Does not include a person imprisoned or detained pursuant to an Act of Congress or State Law.)

**Offender** – An individual (adult or juvenile) who:

1. Is or has been subject to any stage of the criminal justice process, for whom services under WIA may be beneficial; or
2. Requires assistance in overcoming barriers to employment resulting from a record of arrest or conviction. (For either violent or non-violent crimes.)

**Veteran** – An individual who served in the active US military, naval, army, coast guard, marines, or air service and who was discharged or released from such service under conditions other than dishonorable.



OTHER

**In-kind Contribution** –Contributions of equipment, supplies, or other tangible resources, as distinguished from a cash contribution or monetary grant. Some businesses, individuals, or non-profit organizations may also donate the use of space or staff time as an in-kind contribution. In-kind contributions are assessed at their current fair value, not the new retail value of the items in question.

**BUSINESS SERVICES DEFINITIONS**

**EDUCATION AND TRAINING SERVICES:**

**Incumbent Worker Training:** Industry or job-specific training designed to enhance the skills of a business' existing workforce. (Also known as customized training.)

**Subsidized Training for New Employees:** Industry or job-specific training that is business driven and provides the skills entry-level workers need for employment in a specific business. Includes both on-the-job training (OJT) and classroom training , and can involve providing the employer with reimbursement for a portion of the training costs.

**INFORMATION AND RESOURCE SERVICES:**

**Basic Facilities Services:** Private office and conference room space provided to employers to conduct recruitments, informational presentations, business meetings, and hiring interviews. Use of the facilities is a basic service for any employer when linked to the use of related center services.

**Business Networking:** Seminars, breakfast series, and workshops for businesses that facilitate business-to-business networking.

**Customized LMI:** The provision of LMI in response to an employer's question that cannot be answered in a single phone call. Additional information needs to be gathered or, research and analysis needs to be conducted.

**DMV Printout:** Providing a printout of an individual's driving record in response to an employer's request.

**Employer and Education Linkages:** Developing specific strategies and projects designed to link employers with high-growth, high-demand occupations to local education and training programs. Projects primarily focus on enhancing communication and improved curriculum design.

**Enhanced Facilities Services:** Private office and conference room space provided to employers when they want to use the facility for their own business purposes (e.g. a staff meeting).

**Federal Bonding:** Assisting employers with bonding ex-offenders who cannot secure a bond from any other source.

**Information and Referral:** Responses to employer requests that provide information or refer the employers to the appropriate resource or partner organization. This includes information on obtaining Foreign Worker Certifications and information or referral to education and training resources.

**Labor Market Information (LMI):** Up-to-date information on the local labor market, emerging occupations, industry trends, and other economic data. Labor market information is provided to businesses through formal reports and publications as well as through newsletters and on-line resources.

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**WIA Local Plan Program Years 2013-14  
Local Area Grant Recipient Listing**

**Instructions:** Enter the name of the Local Workforce Investment Area (local area), organization, contact person's name and title, mailing address, telephone and fax numbers, and e-mail address. Obtain the appropriate signature of the Chief Local Elected Official(s), or their officially designated alternates. (Note: Alternates must be designated by official action of their respective boards or by locally approved policy.) If you have more than one Chief Local Elected Official who must sign the local plan, add an additional signature page. Enter their respective names, titles, and the dates of signature. [WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

Name of local area: San Diego Workforce Investment Board

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	San Diego Workforce Partnership	Peter Callstrom President and CEO	3910 University Ave., Ste. 400 San Diego, CA 92105	619-228-2900 (phone) 619-528-1151 (fax) Petercallstrom@workforce.org
Fiscal Agent	San Diego Workforce Partnership	Matthew Dohner Director of Finance	3910 University Ave., Ste. 400 San Diego, CA 92105	619-228-2900 (phone) 619-528-1159 (fax) Matt@workforce.org
Local Area Administrator	San Diego Workforce Partnership	Peter Callstrom President and CEO	3910 University Ave., Ste. 400 San Diego, CA 92105	619-228-2900 (phone) 619-528-1151 (fax) Petercallstrom@workforce.org
Local Area Administrator Alternate	San Diego Workforce Partnership	Emilia Gabriele Vice President	3910 University Ave., Ste. 400 San Diego, CA 92105	619-228-2900 (phone) 619-528-1159 (fax) Emiliagabriele@workforce.org


  
 Greg Cox 
  
 Chief Local Elected Official Signature
  
Date 6/20/13

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

## **WIA Local Plan Program Years 2013-17 Local Workforce Investment Board Bylaws**

Local Workforce Investment Boards are required to submit a copy of their bylaws as an attachment to the local plan. Include the bylaws under this cover page. As a reminder, the local board's composition should include a minimum of 15 percent of its membership from labor organizations and should also include a Business Council. If an existing body of the local board already includes the required membership, that information should be included in the local plan narrative.

**Adopted January 2000**  
**First Amendment - May 2001**  
**Second Amendment - July 2002**  
**Third Amendment - January 11, 2005**  
**Fourth Amendment – March 18, 2005**  
**Fifth Amendment – May 19, 2006**  
**Sixth Amendment – August 1, 2006**  
**Seventh Amendment – May 18, 2007**  
**Eighth Amendment – September 26, 2008**

**SAN DIEGO  
WORKFORCE INVESTMENT BOARD  
BYLAWS**

These Bylaws are hereby created by the San Diego Workforce Investment Board, herein called SDWIB.

RECITALS

- A. The State of California, pursuant to the Workforce Investment Act of 1998, hereafter called the Act, Public Law 105-220, has designated the County of San Diego as a Workforce Investment Area for the operation of employment and training programs at the local level, and provides funding thereto.
- B. The City of San Diego and the County of San Diego, pursuant to the Act and California Government Code 6500 et seq., have jointly created the San Diego Consortium, hereafter referred to as the Consortium, to provide regional employment and training services.
- C. The State and Federal rules and regulations promulgated pursuant to the Act provide for program activities and requires that the Policy Board of the Consortium (Policy Board) establish a Workforce Investment Board, herein called SDWIB, to be as follows:

1.0.0 NAME

- 1.1.0 The name of this body shall be the San Diego Workforce Investment Board, hereafter referred to as SDWIB.

2.0.0 PURPOSE AND FUNCTION

- 2.1.0 The purpose of SDWIB shall be to involve the business community in employment and training activities under the Workforce Investment Act in order to: (1) Increase private sector employment opportunities for economically disadvantaged persons, and (2) Maintain a partnership between business and government that will effectively address the labor needs of business, and contribute to the economic well-being of the community. Additionally, it shall be the purpose of the SDWIB to set policy, as described within the

Act, within the San Diego region. Specifically, the SDWIB shall be responsible for those policy decisions described in Chapter 2, Section 117(d) of the Act.

- 2.2.0 The SDWIB shall serve as the San Diego business and industry contact point for the local employment and training system, to present the views of the private sector, organized labor, community-based organizations, educational agencies, rehabilitation agencies, economic development agencies, and the California Employment Development Department for making programs responsive to local employment needs.
- 2.3.0 The SDWIB shall provide direction on ways to increase private sector employment and training opportunities for persons eligible as program participants under the Workforce Investment Act.
- 2.4.0 The SDWIB shall identify the skill shortage needs of local private employers and formulate programs to address those needs.
- 2.5.0 It shall be the responsibility of the SDWIB to provide policy guidance for, and exercise oversight with respect to activities under the Workforce Investment Plan for its Workforce Investment Area in concert with the Policy Board.
- 2.6.0 Pursuant to requirements of the Act, the SDWIB has entered into a written San Diego Workforce Partnership Agreement with the San Diego Consortium and the San Diego Workforce Partnership, Inc. that describes:
  - A. Methods and procedures for development of the Workforce Investment Plan by both SDWIB and the Policy Board;
  - B. Designation of the San Diego Workforce Partnership, Inc. as the Workforce Investment Area grant recipient and administrator of the Plan; and
  - C. A process for achieving approval of the Workforce Investment Plan by both SDWIB and the Policy Board.

In any instance in which the terms of the San Diego Workforce Partnership Agreement conflict with these Bylaws, the terms of the Agreement shall prevail.

- 2.7.0 The SDWIB shall discharge and perform any other duties, responsibilities, and functions deemed appropriate by action of the SDWIB, the Policy Board, the Act, or the Family Economic Security Act and their respective rules and regulations which are herein incorporated into these Bylaws by reference.

### 3.0.0 MEMBERSHIP

- 3.1.0 Pursuant to provisions authorized by the Act, the Policy Board has established the membership and structure of the SDWIB. The size and membership of the SDWIB is determined jointly by the SDWIB and Policy Board.

3.2.0 The SDWIB shall consist of forty-nine (49) members.

3.2.1 Forty-seven (47) members shall be appointed by the Policy Board as follows:

- A. Twenty-five (25) members shall be private sector representatives, nominated by general purpose business organizations, be Chief Executive Officers, Chief Operating Officers, or executives with optimum policy making or hiring authority, or owners of business and industry firms, including small and minority business, with a record of demonstrated interest in the community, and which represent a geographic balance. Special emphasis shall be placed on appointing members who represent businesses that reflect the employment opportunities with the Consortium.
- B. Five (5) members that are representatives of organized labor.
- C. Three (3) members that are representatives of educational agencies one of whom shall represent the San Diego Unified School District, one of whom shall represent San Diego County School Districts, and one of whom shall represent the San Diego Community Colleges.
- D. Two (2) members that are representatives of economic development.
- E. Three (3) members that are representatives of community-based organizations provided that those members are either members of the CBO's board of directors or are the chief executive of those CBOs.
- F. One (1) member that is representative of Title I of the Rehabilitation Act, as required by the Act.
- G. One (1) member that is representative of the California Employment Development Department, who shall represent programs under the Wagner-Peyser Act, Title II of the Trade Act of 1974 (NAFTA/TAA), Veterans' Workforce Investment (Chapter 41 USC)n and the California Unemployment Insurance Program, as required by the Act.
- H. One (1) business member of the SDWP Board of Directors, representing WIA Title I program activities, as required by the Act. Such member shall also serve on the SDWIB Executive Committee.
- I. One (1) member representing the Job Corps, as required by the Act, who shall be either the executive director or a member of the business advisory council of the local Job Corps Center.
- J. One (1) member who shall represent activities under Section 402 of the Migrant and Seasonal Farmworkers Act, as required by the Act.



- K. One (1) member who shall represent Native American Programs, as required by the Act.
- L. One (1) member who shall represent employment and training activities carried out by the Department of Housing and Urban Development, as required by the Act.
- M. One (1) of the two Co-Chairs of the School-to-Career Youth Council.
- N. One (1) member from a local law enforcement agency.

3.2.2 Two members shall be appointed as follows:

- A. One (1) member, appointed by the San Diego County Chief Administrative Officer, who shall represent activities under CalWORKS/Social Security Act, Title V of the Older Americans Act, and Community Services Block Grant Act, as required by the Act.
- B. One (1) member representing the City of San Diego, who shall be the Mayor or his/her designee.

3.3.0 The term of membership for all SDWIB members shall be for two (2) years, except for initial appointments as described below, and shall commence on July 1 of the year appointed. All members of the Private Industry Council who transition to the SDWIB shall be considered new members and shall be appointed for a full two-year term, to expire on June 30, 2002, and be eligible to serve three (3) consecutive terms. Of the remaining appointees, excluding the mandatory partners as described in Section 121 of the Act, half shall be appointed to initial terms expiring on June 30, 2001, and half to terms expiring on June, 2002. Members whose terms have expired shall serve until replaced.

3.4.0 Members appointed to fill a vacancy shall serve until the normal expiration of the term of the vacant seat.

3.5.0 Members may be appointed for up to three (3) consecutive full terms. This limit does not apply to the representatives of the mandatory partners as described in Section 121 of the Act. After six (6) years of service as a member of the SDWIB, a member may not be reappointed to the SDWIB until completing at least one (1) year break in service.

3.6.0 SDWIB members may resign upon notice to the Policy Board.

3.7.0 An official membership list, attendance materials, a record of the actions of SDWIB, and a detailed statement on the composition, structure, membership, and nomination process for the SDWIB shall be maintained by the Policy Board.

- 3.8.0 SDWIB members may be removed for cause or because of absence. Cause includes all of the usual and customary reasons for removal for cause of an official as well as when a determination has been made by the Policy Board that the member is unable to effectively represent the categorical seat to which he/she is appointed due to a change of employment or status that substantially alters the member's qualifications present and considered in making their initial appointment.

SDWIB members shall be removed from membership on the SDWIB if the member is absent from more than three (3) regular consecutive meetings of the SDWIB during any twelve (12) month period. A member absent from more than fifty (50%) percent of regular meetings of the SDWIB during any twelve (12) month period shall be removed from membership.

#### 4.0.0 OFFICERS

- 4.1.0 The presiding officer of the SDWIB shall be called Chairperson and shall have an annual term of office beginning July 1 of each year and ending on June 30 one year later.
- 4.2.0 The SDWIB shall elect by a majority vote from its membership its Chairperson and Vice Chairperson, except that the initial Chairperson and Vice Chairperson of the SDWIB shall be the sitting Chairperson and Vice Chairperson, respectively, of the PIC. Election shall occur prior to July 1 of each year. The SDWIB Chairperson and Vice Chairperson shall be from its private sector representatives and may succeed themselves if so re-elected.
- 4.3.0 The Chairperson and Executive Director shall have the responsibility of preparing the agenda for SDWIB meetings and the management of business of the SDWIB.
- 4.4.0 In absence of the SDWIB Chairperson, the elected Vice Chairperson shall serve as the presiding officer. In the absence of the Chairperson and Vice Chairperson, the SDWIB shall, at the beginning of its meeting, designate by majority vote, a Chairperson Pro Tem to serve as presiding officer of that meeting.
- 4.5.0 The Executive Director shall serve as Secretary of the SDWIB and shall be an ex-officio non-voting party to all meetings of the SDWIB. The Executive Director may designate a member of the staff to act in his/her absence.

#### 5.0.0 MEETINGS AND QUORUMS

- 5.1.0 The SDWIB shall meet not fewer than two (2) times annually.
- 5.2.0 The SDWIB shall, at its first meeting of each year, adopt a schedule of meetings and transmit that schedule by resolution to its members and the Policy Board.
- 5.3.0 Special meetings of the SDWIB may be called by the SDWIB Chairperson.

- 5.4.0 All meetings of the SDWIB shall be conducted and noticed in conformance with the Ralph M. Brown Act, California Government Code 54960, et seq., as amended.
- 5.5.0 A quorum to conduct business of the regular SDWIB shall be a simple majority of the SDWIB members then serving.
- 5.6.0 Action may be taken by a simple majority of those present and voting, provided that a quorum is present.
- 5.7.0 Meetings of the SDWIB may be adjourned at any time by less than a quorum.
- 5.8.0 The SDWIB in all its actions and meetings shall be governed by Robert's Rules of Order, Newly Revised, in all cases to which they are applicable and to the extent in which they are not inconsistent with, or in conflict with, these Bylaws.

#### 6.0.0 COMMITTEES

- 6.1.0 The SDWIB Chairperson, with the approval of the SDWIB, shall create committees of the SDWIB.
- 6.2.0 The SDWIB Chairperson shall appoint committee Chairpersons and Vice Chairpersons from the SDWIB membership.
- 6.3.0 Committee members shall be appointed by the SDWIB Chairperson and include SDWIB members exclusively, or they may be supplemented by non- SDWIB members as deemed appropriate by the SDWIB Chairperson with the approval of the SDWIB.
- 6.4.0 Quorum for SDWIB Committees shall be a simple majority of the members assigned to that Committee.
- 6.5.0 All actions of SDWIB Committees are advisory to SDWIB.
- 6.6.0 The SDWIB Chairperson with the consent of the SDWIB shall also be able to create and appoint other advisory groups as may be determined to be required.
- 6.7.0 There shall be a Management Council comprised of eleven (11) members, the majority of whom shall be representative of the private sector membership of the SDWIB. Seven (7) members of the Management Council shall constitute a quorum to conduct business.
  - 6.7.1 The Chairperson and the Vice-Chairperson of the SDWIB shall act respectively as the Chairperson and Vice Chairperson of the Management Council.
  - 6.7.2 The SDWIB Chairperson shall make every effort to achieve small business representation and geographical balance in appointing members to the Management Council.

- 6.8.0 The Management Council is delegated authority to, and shall perform on behalf of the SDWIB, the following:
  - 6.8.1 Take action on matters relating to organizational issues and requirements, and other administrative affairs such as setting the agenda for the SDWIB meetings.
  - 6.8.2 Based upon criteria established by the SDWIB, (a) recommend which programs to fund, and (b) evaluate the performance and benefit of all programs funded.
  - 6.8.3 Review reports on program outcomes and results, and make any reports, or, based upon criteria established by the SDWIB, take any action, as may be necessary or desirable.
  - 6.8.4 Performance of such other functions and additional responsibilities as approved by the SDWIB by means of an amendment to these Bylaws.
  - 6.8.5 The Management Council shall report within five (5) working days as information items all actions identified in 6.8.1 – 6.8.3 to the SDWIB.
  - 6.8.6 Information items shall be considered approved by the SDWIB unless pulled for further discussion by SDWIB members within five (5) working days of notification.
- 6.9.0 The Management Council shall be advisory to the SDWIB with respect to the following:
  - 6.9.1 Develop and recommend procedures for development of the Workforce Development Plan.
  - 6.9.2 Recommend SDWIB action on selected policy and program issues.
  - 6.9.3 Recommend amendments to the SDWIB Bylaws and the San Diego Workforce Partnership Agreement.
  - 6.9.4 There shall be a Standing Committee composed of six (6) members, two (2) of whom are appointed by the Chairperson of the Consortium Policy Board, and two (2) of whom are appointed by the Chairperson of the San Diego Workforce Partnership, Inc. Board (SDWP Board), and two (2) of whom are appointed by the Chairperson of the SDWIB. Each Chairperson shall annually appoint two (2) members and an alternate to the Standing Committee. The purpose of the Standing Committee is to facilitate ongoing, open communication between the SDWIB, the SDWP Board and the Policy Board. The Committee shall select its own chair. The Committee shall develop recommendations and present them directly to each Board. The Committee shall work to maintain a good relationship between the SDWIB, the SDWP Board, and the Policy Board; prepare recommendations, as necessary, to modify the San Diego Workforce Partnership Agreement; as requested by the Policy Board and/or SDWIB, prepare

recommendations for the three Boards on specific topics; and, in accordance with the San Diego Workforce Partnership Agreement, develop recommendations on resolving differences between the three Boards.

- 6.10 There shall be established Youth Council appointed by the SDWIB in cooperation with Policy Board as described in Chapter 2, Section 117(h) of the Act.
- 6.11 The Youth Council shall:
  - 6.11.1 Develop portions of the local plan relating to eligible youth, as determined by the Chairperson of the SDWIB.
  - 6.11.2 Subject to the approval of the SDWIB, recommend eligible providers of youth activities to be awarded contracts or grants on a competitive basis to carry out the youth activities.
  - 6.11.3 Conduct oversight with respect to the eligible providers of youth activities.
  - 6.11.4 Coordinate youth activities authorized under Section 129 of the Act.

#### 7.0.0 STAFFING AND SUPPORT OF SDWIB

- 7.1.0 The Policy Board shall provide, or cause to be provided, from funds made available under the Act, staff and necessary office and material support for the SDWIB.
- 7.2.0 At a minimum, staff support to the SDWIB shall include:
  - A. An Executive Director who shall be managing officer of the SDWIB and who shall also be the Executive Director of the Consortium and the President & Chief Executive Officer of the San Diego Workforce Partnership, Inc.
  - B. Legal Counsel, available from the City of San Diego, the County of San Diego, and other sources as required.
  - C. Other staff support to the SDWIB as is deemed appropriate and necessary under its responsibilities described in the San Diego Workforce Partnership Agreement, the Act, and applicable State legislation to provide, under direction of the Executive Director, professional, clerical, and technical staff support for the SDWIB and its committees.

#### 8.0.0 CONFLICTS OF INTEREST AND STANDARD OF CONDUCT

- 8.1.0 No member of the SDWIB shall cast a vote on any matter which has a direct bearing on services to be provided by that member or his/her agent, or any organization which such member directly represents, or on any matter which would financially benefit such

member or any organization such member represents. However, all members of the SDWIB may vote on the Workforce Investment Plan.

8.2.0 SDWIB members shall avoid organizational conflict of interest, and they and their personnel, employees, or agents shall avoid personal conflict of interest and appearance of conflict of interest in awarding financial assistance, and in the conduct of procurement activities involving funds under the Act.

8.3.0 Members of the SDWIB shall comply with the California Political Reform Act of 1979 (commencing with Section 87300 of Chapter 7, Title IX, of the California Government Code) and the Consortium Conflict of Interest Code.

8.4.0 Ex Parte Communication for Procurement.

It is the policy of the SDWIB to discourage ex parte communications with any SDWIB member, or any other person serving as an evaluator, during the Request for Proposals evaluation process. A SDWIB member or evaluator will not solicit or receive any oral communication from any potential contractor regarding any proposal under consideration. Any written communication to a SDWIB member or evaluator from potential contractors shall be distributed to all SDWIB members from the Executive Director. Potential contractors who attempt to improperly influence the process will receive adverse scores. Any and all written communications shall be provided to staff to be distributed to SDWIB members. Any other communication should be rejected by SDWIB members.

8.5.0 Commitments by SDWIB.

It shall be the policy of the SDWIB that individual SDWIB members cannot commit the SDWIB; rather, only by action by the SDWIB, or authorized actions of SDWIB committees, constitute SDWIB commitments.

8.6.0 Communication with Interested Parties.

SDWIB members are encouraged to refer interested parties to the Executive Director, or his/her designee, regarding inquiries and interest in SDWIB activities, especially organizations and individuals seeking funding from the SDWIB.

8.7.0 Disclosure of SDWIB-Related Financial Matters.

SDWIB members shall observe the disclosure requirements of the Political Reform Act of 1974, which requires disclosure of SDWIB-related financial matters.

#### 9.0.0 AMENDMENTS

9.1.0 Amendments to these Bylaws may be approved by a majority affirmative vote of the full SDWIB membership at any regular meeting of the SDWIB, provided, however, that the

amendments proposed had been submitted in writing at the previous regular meeting or included in the call to the meeting. Amendments proposed to these Bylaws must be received by the SDWIB membership no less than thirty (30) calendar days prior to their consideration by the SDWIB.

#### 10.0.0 EFFECT

10.1.0 In any conflict arising between the provisions of the Act, applicable State law, or other implementing regulations, the legal provisions of law and regulation shall prevail, except as the Bylaws represent allowable discretion by the Policy Board and SDWIB in interpretation and implementation of law and regulation.

**WIA Local Plan Program Years 2013-15  
Local Workforce Investment Board Recertification Request**

<b>Local Board Name:</b>	San Diego Workforce Investment Board
<b>Contact Person:</b>	Andrea Patrick
<b>Telephone:</b>	619-228-2903
<b>Date:</b>	6/14/13

**Local Workforce Investment Board Membership Certification**

The Workforce Investment Act (WIA) Section 117(a)(b) and (c) provides for the requirements for nominating and selecting members in each membership category. The WIA Section 117(b)(4) requires that business members constitute a majority of the Local Workforce Investment Board (local board). Per WIA Section 117(b)(5), the chairperson shall be a business representative. The required membership categories follow.

I certify that the below listed members of the San Diego Workforce Investment Board  
Local Workforce Investment Board were appointed in the manner required by WIA Section 117.

Ed Hidalgo \_\_\_\_\_  
Local Workforce Investment Board Chair      Signature  \_\_\_\_\_  
Date 6.20.2013



**INSTRUCTIONS:** If the Chief Local Elected Official has approved additional membership categories, enter the information under "ADDITIONAL PARTNERS and ADDITIONAL ONE-STOP PARTNERS." If the additional members are non-business, then a sufficient number of additional business members are required to maintain the business majority. If an individual represents multiple categories, after the first time s/he is identified (subsequent to the first notation), please asterisk his/her name at all subsequent entries. If a required membership category (program or activities) does not exist in your local area, simply indicate "does not exist" in the "Name" column for that category. Add extra lines as needed. Address any vacancies under "CORRECTIVE ACTION COMMENTS."

**BUSINESS:** WIA Section 117(b)(2)(A) – shall include (i) representatives of business in the local area, who (i) are owners of businesses, chief executives or operating officers of businesses, and other business executives or employers with optimum policy-making or hiring authority; (ii) represent businesses with employment opportunities that reflect the employment opportunities of the local area; and (iii) are appointed from among individuals nominated by local business organizations and business trade associations. Please identify the local board chairperson by typing CHAIR after his/her name.

Name	Title	Entity	Appointment Date	Term End Date
1. Judy Forrester	Senior Vice President	Bank of America	7/1/2013	6/30/2015
2. Omar Passons	Attorney at Law	Stutz, Artiano, Shinoff & Holtz	1/25/2013	6/30/2014
3. Judy Lawton	Owner & CEO	The Lawton Group	7/1/2011	6/30/2015
4. Louis Song	Chief Exec. Officer	Proven Inc.	7/22/2011	6/30/2015
5. Rebecca Aguilera CHAIR	Vice President	Diego and Son	1/1/9/2010	6/30/2014
6. Peter MacCracken	Principal	Strategic	1/1/9/2010	6/30/2014
7. Patrick Shoup	President	Southcoast Welding	10/19/2012	6/30/2014
8. Mike Finch	President, GM	RCP Block and Brick	3/18/2011	6/30/2015
9. Dante Vasquez	Director, Human Res.	Circle Foods	7/1/2012	6/30/2014
10. Lucy Garcia- Roberts	Owner	HMC Advertising	1/25/2013	6/30/2014
11. Steve Redding	HR Operations	UPS-Southern	9/18/2009	6/30/2015
12. Kevin Landry	CEO	New Horizons	10/19/2012	6/30/2014
13. Mary Ann Marcuzzi	HR Manager	Beckman Coulter	1/27/2012	6/30/2015

14. Marlene Taylor	President	Taylor Trim and Supply	11/18/2011	6/30/2015
15. Joe Mackey	President	XL Staffing Inc. & Excell Security Inc.	10/7/2011	6/30/2015
16. Krista Dupps	Owner, Attorney	Law Offices of Krista Dupps	7/1/2012	6/30/2014
17. Linda Klers	Director, General Administration	SEACON	10/19/2012	6/30/2014
18. Becky Quinn	HR Manager/Corporate Communications	Quality Controlled Manufacturing, Inc.	10/19/2012	6/30/14

**LOCAL EDUCATION ENTITIES:** WIA Section 117(b)(2)(A) – shall include (ii) representatives of local educational entities, including representatives of local educational agencies, local school boards, entities providing adult education and literacy activities, and postsecondary educational institutions (including representatives of community colleges, where such entities exist), selected from among individuals nominated by regional or local educational agencies, institutions, or organizations representing such local educational entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Sunita Cook	President	Grossmont College	9/17/2010	6/30/2014
2. Richard Barrera	President	SD Unified School	1/28/2011	
3. Steve Pinning	Senior Director-CTE/ROP	San Diego Office of Education	7/1/2013	6/30/2015

**LABOR ORGANIZATIONS:** WIA Section 117(b)(2)(A) – shall include (iii) representatives of labor organizations (for a local area in which employees are represented by labor organizations), nominated by local labor federations, or (for a local area in which no employees are represented by such organizations), other representatives of employees. A minimum of two appointments is required. California Unemployment Insurance Code Section 14202(c) further requires representatives of labor organizations nominated by local labor federations, including a representative of an apprenticeship program and that at least 15 percent of local board members shall be representatives of labor

organizations unless the local labor federation fails to nominate enough members. If this occurs, then at least 10 percent of the local board members shall be representatives of labor organizations.

Name	Title	Entity	Appointment Date	Term End Date
1. Joe Powell	Business Manager/Financial Secretary - Treasurer	Sheet Metal Workers' International Association	7/1/2009	6/30/2015
2. Tom Lemmon	Business Manager	SD Building and Construction Trades Council AFL-CIO	7/1/2009	6/30/2015

**COMMUNITY-BASED ORGANIZATIONS:** WIA Section 117(b)(2)(A) – shall include (iv) representatives of community-based organizations (including organizations representing individuals with disabilities and veterans, for a local area in which such organizations are present). A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Gary Knight	Executive Director	San Diego Futures	1/25/2013	6/30/2014
2.				

**ECONOMIC DEVELOPMENT AGENCIES:** WIA Section 117(b)(2)(A) – shall include (v) representatives of economic development agencies, including private sector economic development entities. A minimum of two appointments is required.

Name	Title	Entity	Appointment Date	Term End Date
1. Norma Hernandez	Board member	South County Economic Development Council	11/20/2009	6/30/2015
2. Jared Aaker	Director, Business Development	San Diego Regional Economic Development Corporation	7/1/2013	6/30/2015

**ONE-STOP PARTNERS:** WIA Section 117(b)(2)(A) – shall include (vi) representatives of each of the One-Stop partners. The required One-Stop partners are identified in WIA 121(b)(1).

**PROGRAMS AUTHORIZED UNDER THIS TITLE:** WIA Section 121(b)(1)(B)(i) – Please check “yes” below if programs are operated anywhere within the local area; check “no” if not. The programs authorized under WIA Title I include:

Program	Yes	No
WIA Youth (Chapter 4)	Yes	
WIA Adult and Dislocated Workers (Chapter 5)	Yes	
Job Corps (Subtitle C)	Yes	
National Programs (Subtitle D), including:		
Native American Programs (Section 166)	Yes	
Migrant and Seasonal Farmworker Programs (Section 167)	Yes	
Veterans' Workforce Investment Programs (Section 168)	Yes	
Youth Opportunity Grants (Section 169)		No
Demonstration, Pilot, Multiservice, Research, and Multistate Projects (Section 171)	Yes	
National Emergency Grants (Section 173)		No

Of the programs identified as “yes” above, please complete name, title, entity and program(s), appointment date, and term end date below. If one individual represents more than one program, please include all programs in the Entity and Program(s) box.

Name	Title	Entity and Program(s)	Appointment Date	Term End Date
Jeffrey Jackson	Executive Director	The Bridge Indian Training Trust Fund	1/27/2006	NA
Dora Mendivil	Center Director	Center for Employment Training, Migrant and Seasonal Farmworker Programs		NA
Bobby Brown	Center Director	San Diego Job Corps, WIA Youth	1/25/2008	NA
Ellen Greer	Division Chief	Southern Workforce Services	9/17/10	NA

		Division		
Barbara Jimenez	Deputy Director	Health and Human Services Agency	3/23/12	NA

**PROGRAMS AUTHORIZED UNDER THE WAGNER-PEYSEYER ACT: WIA Section 121(b)(1)(B)(ii)**

<b>Name</b>	<b>Title</b>	<b>Entity</b>	<b>Appointment Date</b>	<b>Term End Date</b>
*Ellen Greer	Division Chief	Southern Workforce Services Division	9/17/10	

**ADULT EDUCATION AND LITERACY ACTIVITIES AUTHORIZED UNDER WIA TITLE II: WIA Section 121(b)(1)(B)(iii)**

<b>Name</b>	<b>Title</b>	<b>Entity</b>	<b>Appointment Date</b>	<b>Term End Date</b>
*Sunita Cooke	President	Grossmont College	9/17/2010	6/30/2014

**PROGRAMS AUTHORIZED UNDER TITLE I OF THE REHABILITATION ACT OF 1973: WIA Section 121(b)(1)(B)(iv)**

<b>Name</b>	<b>Title</b>	<b>Entity</b>	<b>Appointment Date</b>	<b>Term End Date</b>
Robert Looun	District Administrator	Department of Rehabilitation		

**ACTIVITIES AUTHORIZED UNDER TITLE V OF THE OLDER AMERICANS ACT OF 1965: WIA Section 121(b)(1)(B)(vi)**

<b>Name</b>	<b>Title</b>	<b>Entity</b>	<b>Appointment Date</b>	<b>Term End Date</b>
*Barbara Jimenez	Deputy Director	Health and Human Services Agency	3/23/12	

**POSTSECONDARY VOCATIONAL EDUCATION ACTIVITIES AUTHORIZED UNDER THE CARL D. PERKINS  
VOCATIONAL AND APPLIED TECHNOLOGY EDUCATION ACT: WIA Section 121(b)(1)(B)(vii)**

Name	Title	Entity	Appointment Date	Term End Date
*Sunita Cooke	President	Grossmont College	9/17/2010	6/30/2014
*Steve Pinning	Senior Director- CTE/ROP	San Diego Office of Education	7/1/2013	6/30/2015

**ACTIVITIES AUTHORIZED UNDER CHAPTER 2 OF TITLE II OF THE TRADE ACT OF 1974: 121(b)(1)(B)(viii)**

Name	Title	Entity	Appointment Date	Term End Date
*Ellen Greer	Division Chief	Southern Workforce Services Division	9/17/10	

**ACTIVITIES AUTHORIZED UNDER CHAPTER 41 OF TITLE 38, UNITED STATES CODE: WIA Section 121(b)(1)(B)(ix)**  
 – Job Counseling, Training, and Placement Service for Veterans. The local Employment Development Department Disabled Veterans Outreach Program (DVOP) and Local Veterans Employment Representatives (LVER) provide these services.

Name	Title	Entity	Appointment Date	Term End Date
*Ellen Greer	Division Chief	Southern Workforce Services Division	9/17/10	

**EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT UNDER THE COMMUNITY SERVICES BLOCK GRANT  
ACT: WIA Section 121(b)(1)(B)(x)**

Name	Title	Entity	Appointment Date	Term End Date
*Barbara Jimenez	Deputy Director	HHSA	3/23/12	



**EMPLOYMENT AND TRAINING ACTIVITIES CARRIED OUT BY THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT: WIA Section 121(b)(1)(B)(xi)**

Name	Title	Entity	Appointment Date	Term End Date
Stephanie Murphy	Director of Workforce and Economic Development's Achievement Academy	San Diego Housing Commission	4/10/13	

**PROGRAMS AUTHORIZED UNDER STATE UNEMPLOYMENT COMPENSATION LAWS: WIA Section 121(b)(1)(B)(xii)**

Name	Title	Entity	Appointment Date	Term End Date
*Ellen Greer	Division Chief	Southern Workforce Services Division	9/17/10	

**ADDITIONAL PARTNERS:** WIA Section 117(b)(2)(B) – may include such other individuals or representatives of entities as the Chief Local Elected Official in the local area may determine to be appropriate. (These do not have to be One-Stop partners.)

Name	Title	Entity	Appointment Date	Term End Date
Alan Kneale	VP Operations and Client Services	Leica Biosystems, Board of Directors Representative		
Lydia Moreno	Business Incentives Program Manager	Office of the Mayor, Mayor Designee	3/19/10	6/30/14
Mack Jenkins	Chief Probation Officer	San Diego County Probation Department, Local Law Enforcement Agency	11/21/08	

**ADDITIONAL ONE-STOP PARTNERS:** WIA Section 121(b)(2)(A) IN GENERAL – In addition to the entities described in paragraph (1), other entities that carry out a human resource program described in subparagraph (B) may – (i) make available to participants, through the one-stop delivery system, the services described in WIA Section 134(d)(2) that are applicable to such program; and (ii) participate in the operation of such system consistent with the terms of the memorandum described in subsection (c), and with the requirements of the federal law in which the program is authorized; if the local board and Chief Local Elected Official involved approve such participation.

WIA Section 121(b)(2)(B) PROGRAMS – The programs referred to in subparagraph (A) may include – (i) programs authorized under Part A of title IV of the Social Security Act; (ii) programs authorized under section 6(d)(4) of the Food Stamp Act of 1977; (iii) work programs authorized under section 6(o) of the Food Stamp Act of 1977; (iv) programs authorized under the National and Community Service Act of 1990; and (v) other appropriate federal, State, or local programs, including programs in the private sector.

Name	Title	Entity	Appointment Date	Term End Date

**CORRECTIVE ACTION COMMENTS:**

Explain any vacant appointment(s) regarding the required membership composition only. Include the length of time the appointment(s) has been vacant, efforts made to fill the vacant appointment(s), and dates by which the vacant appointment(s) should be filled.

Community Based Organizations – Because of a resignation in January 2013, SDWP is actively working to fill this vacancy with a CBO representing individuals with disabilities and/or veterans. SDWP is actively recruiting and plans to have this position filled by July 2013.

**COMPLIANCE WITH MAJORITY OF BUSINESS REPRESENTATIVES:**

Total number of individuals currently sitting on local board = 36  
Number of vacancies currently on local board = 12

Total local board membership = 48

Total number of business representatives currently sitting on local board = 18

Number of business representative vacancies currently on local board = 7

Total local board Business Members = 25

Divide total local board business members by total local board membership = 52% (must be greater than 50%)

**COMPLIANCE WITH LABOR REPRESENTATIVES**

Total number of labor representatives currently sitting on local board = 2

Number of labor representatives vacancies currently on local board = 3

Total local board Labor Representatives = 5

Divide total local board labor representatives by total local board membership = 10% (must be at least 15% unless not enough nominated by local labor federation, then at least 10%)

**WIA Local Plan Program Years 2013-17  
Program Administration Designee and Plan Signatures**

This local plan represents the San Diego

Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

  
Signature

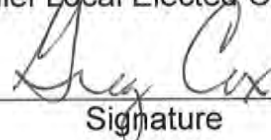
Ed Hidalgo  
Name

Senior Director of Staffing, Qualcomm  
Title

6-20-2013

Date

Chief Local Elected Official

  
Signature

Greg Cox  
Name

San Diego County Supervisor  
Title

6-20-2013

Date

## WIA Local Plan Program Years 2013-17 Public Comments Received that Disagree with the Local Plan

Section 118(c) of the Workforce Investment Act requires Local Workforce Investment Boards (local boards) to publish their local plans for public comment. Local boards 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 local plan.

Please provide these comments in the following format:

<b>Public Comment (include section of plan commented on)</b>
1. There were no public comments received during the 30 day public review period. An open forum for public comment was held and after 45 minutes with no members of the public attending, the forum was ended. One member of the public attended after the forum was ended, but had no comment.
Local Board Response:
2.
Local Board Response:
3.
Local Board Response:

TO: WORKFORCE DEVELOPMENT COMMUNITY

SUBJECT: PY 2013-17 LOCAL PLANS AND BOARD CERTIFICATION  
(BIENNIAL AND HIGH PERFORMING)

**EXECUTIVE SUMMARY:**

**Purpose:**

This directive includes planning guidance for Local Workforce Investment Boards (local boards) to develop their Local Strategic Workforce Plans (local plans) for Program Years (PY) 2013-17; evaluation criteria to be used for review of local plans, and standards for certification of local boards (biennial and high performing).

**Scope:**

This directive applies to all local boards.

**Effective Date:**

This directive is effective on date of issuance.

**REFERENCES:**

- [Workforce Investment Act \(WIA\)](#) Sections 117, 118, 121, and 136
- Title 20 Code of Federal Regulations Part 661-663
- [California Unemployment Insurance Code \(CUIC\)](#) Sections 14000-18012
- SB 293 (Ducheny), [CUIC](#) Sections 14202, 14206, and 14220-14223
- SB 698 (Lieu), [CUIC](#) Section 14200(c)
- U.S. Department of Labor (DOL) Training and Employment Guidance Letter ([TEGL](#)) 21-11, Requirements for 2012 State Workforce Plans (March 27, 2012)
- DOL [TEGL 17-05, Change 1](#), Common Measures Policy for the DOL Employment and Training Administration (ETA) Performance Accountability System and Related Performance Issues (August 13, 2007)

- DOL [TEGL 17-05](#), Common Measures Policy for the ETA Performance Accountability System and Related Performance Issues (February 17, 2006)
- [California's Strategic Workforce Development Plan for Title I of the Workforce Investment Act of 1998 and the Wagner-Peyser Act 2013-2017](#)
- Workforce Services (WS) Directive [WSD12-13](#), Temporary Extension of WIA Statewide Waivers and State Plan (March 26, 2013)
- WS Directive [WSD05-6](#), Notification Requirement Relating to Lack of One-Stop MOUs (October 6, 2005)
- WIA Bulletin [WIAB99-2](#), WIA Initial Local Planning Guidance (December 14, 1999)

### **STATE-IMPOSED REQUIREMENTS:**

This directive contains some State-imposed requirements. These requirements are indicated by ***bold, italic*** type.

### **FILING INSTRUCTIONS:**

This directive supersedes Workforce Services Directive WSD10-15, dated May 13, 2011, Workforce Services Directive WSD10-9, dated September 29, 2010, and finalizes Workforce Services Draft Directive WSDD-81, issued for comment on April 12, 2013. The Workforce Services Division received five comments during the draft comment period. This resulted in four changes to the directive which are viewed as highlighted text. The highlighted text will remain on the Internet for 30 days from the issuance date. A summary of the comments is provided as Attachment 15. Retain this directive until further notice.

### **BACKGROUND:**

Local boards submitted their initial strategic five-year local plans pursuant to the requirements in WIA Section 118, instructions in [WIAB99-2](#), dated December 14, 1999, and several issuances of supplemental guidance. These plans were effective July 1, 2000, through June 30, 2005. Due to continued uncertainty regarding WIA reauthorization, the DOL has required modifications or extensions to both the state and local plans. Accordingly, the State granted numerous extensions to existing local plans, with the latest granted for PY 2012-13.

On March 27, 2012, the ETA issued [TEGL 21-11 Requirements for 2012 State Workforce Plans](#) outlining expectations for state strategic plans. In addition, the Governor enacted legislation (SB 698) that requires the California Workforce Investment Board (State Board) to implement standards for certifying high-performing local boards. The State Board has incorporated these mandates in California's State Plan for PYs 2013-17.

This five-year State Plan serves as a framework for the development of public policy, fiscal investment, and operation of state labor exchange, workforce education, and



training programs. The State Plan can be viewed on the [State Board's website](#), which also includes the [Questions and Answers](#) from the eight regional technical assistance planning sessions conducted by the State Board.

## **POLICY AND PROCEDURES:**

On behalf of the Governor, the State Board must concurrently perform three statutorily required activities to ensure effective local boards:

- 1. Approve five-year local plans based on adherence to the *State Strategic Workforce Development Plan*:** Local boards are required by federal law to submit to the State Board a comprehensive five-year local plan that reflects the vision, strategy, and goals of the State Strategic Workforce Development Plan [WIA Section 118(a) and CUIIC 14220].
- 2. Recommend local board recertification to the Governor:** Federal and state law require the State Board to recommend to the Governor recertification of each local board every two years. Consideration is based on meeting minimum federal performance measures and compliance with federal and state law and regulations [WIA Section 117(c)(2) and CUIIC 14200(b)].
- 3. Evaluate local board performance for biennial “high-performance” certification:** In 2011, Governor Brown signed Senate Bill 698 which requires the State Board to implement standards for certifying high-performance local boards. The first high performing local board certification will occur by October 1, 2013 [CUIIC 14200(c)].

In order to maximize efficiency and minimize administrative workload, the State Board has combined the three above activities into a single evaluation process.

### **Local Plans**

Title 20 CFR Part 661.355 states that the Governor must establish procedures for local plan modifications. Accordingly, the State Board and the Employment Development Department (EDD) have established guidelines for submitting local plans that reflect the State Plan. Local boards are to implement those statewide goals in consideration of local and regional priorities.

WIA Section 118 and CUIIC sections 14221-14222 require the local boards to submit a five-year local plan to the State Board that aligns with the State Plan, identifying the local board’s strategies to achieve the State Plan goals. ***Accordingly, the local board is required to engage in comprehensive, data-driven planning that ensures that the local plan engages business and education partners in the development of local board strategies and priorities, and identifies steps the local board shall take to accomplish their goals.***

Detailed guidelines for developing the local plans are included in the State Plan as [Appendix H – Local Plan Guidance](#), which is also included as Attachment 2 to this directive. Attachment 2a, [Evaluation Criteria for Local Plans and Local Board Certification](#), includes the evaluation rubric that will be used by the State Board to

review local plans. Local boards should pay particular attention to the rubric when developing responses to the local plan guidance. The [Local Plan Scoring Rubric](#) (Attachment 2b) will assist local boards in assuring that their responses meet minimum requirements. A complete list of documents required for local plan approval is listed in the “PYs 2013-17 Local Plan Format” subsection of this directive.

## **Local Board Recertification**

As required by WIA Section 117(c)(2) and CUIB Section 14200(b), the State Board must recommend to the Governor recertification of each local board every two years. ***The State Board will recommend recertification of a local board if it meets the requirements listed below:***

- 1. The local board passes the four required local plan pass/fail elements and meets the minimum requirements for each of the 16 other criteria listed on Attachment 2b, [Local Plan Scoring Rubric](#).***
- 2. The local board meets the required membership as stated in WIA 117(b) and SB 293.***
- 3. The local area achieves 80 percent or higher on at least eight of the nine locally negotiated common performance measures for PY 2012-13.***

In order for the Governor to determine that local boards are in compliance with the membership requirements of WIA Section 117(b), all local boards are required to complete Attachment 12, [Local Workforce Investment Board Recertification Request](#). Comments are required to explain any vacant positions. The form must be signed by the local board chairperson or officially designated alternate.

Local boards that fail any of the four required pass/fail elements and/or fail to meet the minimum requirements for any of the 16 other criteria may receive a “conditional” certification and will be required to submit a corrective action plan to the State Board within 45 days that addresses those areas that did not meet the minimum requirements.

If a local board does not meet the recertification criteria, the EDD and State Board will work with the local board to improve those deficiencies. The State Board will forward final recommendations regarding recertification to the Governor. The local board will be notified in writing by October 1, 2013, regarding its recertification status.

## **High-Performance Certification Criteria**

High-performance certification, which will provide a local board with increased recognition and credibility for its work, is voluntary. However, to be considered a high-performance board a local board must request high-performance certification at the time its local plan is submitted to the State Board. **There is no other formal written request for High Performing Board certification needed other than the check box on Attachment 1, the [Cover Page](#). Consideration for certification as a High Performing Board will be based upon the materials provided in the local plan. The local plan should not exceed 80 pages.**

A local board that exceeds minimum recertification requirements will be considered for status as a high-performance local board. Attachment 2a, [Evaluation Criteria for Local Plans and Local Board Certification](#), includes the evaluation rubric for local board certification. Attachment 2b, [Local Plan Scoring Rubric](#), will assist the local board in assessing whether it meets the criteria for high-performance local board certification. The minimum score for local board recertification under WIA Section 117 is 16 (out of 32 possible); in order to achieve high-performance certification, a local plan must score at least 26 on the rubric. A local board not meeting the high-performance standards will receive further technical assistance from the State Board and the EDD, if desired. The local board will be notified in writing by October 1, 2013, regarding its high-performance local board certification status.

The initial 2013 high-performance certification will be a baseline for a continuous improvement process based on the local board's alignment of their local plan with the State Plan's goals and strategies. In 2015, the State Board will revise the high-performance standards and evaluation criteria to place more emphasis on measurable data related to specific employment and education outcomes.

### **Public Comment, Signatures, Due Date**

The WIA Section 118 requires local boards to make their plan available for public feedback. Local boards must also allow the public, including representatives of business and labor organizations, to submit comments on the proposed local plan no later than the end of the 30-day period beginning on the date on which the proposed plan has been made available. Local boards must include any public comments that represent disagreement with the plan as part of their submittal to the State Board.

***Local plans must be submitted to the State Board no later than July 1, 2013. Local boards should submit one electronic version in a Portable Document Format (PDF) format copied to a compact disc, one original, and three copies of their local plan. The plan must include the original signatures of the local board Chair and the Chief Local Elected Official or their designated alternates. The local boards are required to submit one fully executed copy of each Memorandum of Understanding for each partner that is providing services through the local One-Stop Career Centers (per [WIAD05-6](#)).***

***(Note: Alternates must be formally designated by official action of their respective local board or locally approved policy.)***

***Some local areas may be unable to obtain the approval of both the local board Chair and the Chief Local Elected Official by the due date (e.g., due to the scheduling of their respective board meetings). If local approval cannot be achieved by the submission deadline, the local board must submit at least one copy of the unsigned plan by the due date and provide a detailed explanation for the absent signature(s) and the date by which the signed original and copies will be sent. A signed copy must be submitted no later than October 1, 2013. Electronic copies will be accepted and should be sent to [CWIBInfo@cwib.ca.gov](mailto:CWIBInfo@cwib.ca.gov), Attention: Local Plans.***

## Local Plan Review

All local plans will be reviewed by a team of readers that may include representatives from the State Board, EDD Regional Advisors, and other state partners. Upon review, the State Board will send each local board a letter by October 1, 2013, advising them of the approval status of the local plan for PYs 2013-17.

## Action Dates

Below is a table indicating the timeline and activities related to approval of state and local plans and the certification of local boards.

<b>Action Dates</b>	<b>Activity</b>
January-February 2013	State Board, Employment Training Panel, and EDD Regional Advisors conduct local plan training and technical assistance forums throughout California.
February 14 – March 15, 2013	State Plan and Interim local plan and high-performance criteria are released for a second round of public comment.
June 2013	The ETA approves the State Plan and statewide WIA Common Measure performance targets.
July 1, 2013	Local plans and requests for high-performance certification are submitted to the State Board.
July-September 2013	State review team reviews local plans and determines minimum and high-performance certification using the evaluation rubric in Attachment 2a, Evaluation Criteria for Local Plans and local Board Certification.
July-September 2013	State Board and EDD notify local boards of local plan deficiencies and provide technical assistance.
By October 1, 2013	State Board notifies the Chief Local Elected Official of approved local plan, full or conditional local board recertification, and if requested, high-performance certification.
October 1, 2013	State Board recommends to the Governor the withholding of WIA formula funds to local boards that have not submitted or do not have an approved local plan.

## **PYs 2013-17 Local Plan Format**

Local boards should arrange their completed local plans in the following order:

1. Cover Page
2. State Plan Appendix H - Local Plan Guidance (Excluding Section 8)  
*(Note: Responses are not to exceed 80 pages)*
3. Assurances
4. Title IB Participant Plan Summary
5. Title IB Budget Plan Summary (Adult or Dislocated Worker)
6. Title IB Budget Plan Summary (Youth)
7. Negotiated Levels of Performance (State Plan Appendix H - Local Plan Guidance Section 8)
8. Comprehensive One-Stop Center Partner Listing
9. Memorandums of Understanding (MOU)
10. State of California Local Area Grant Recipient Listing
11. Copy of Local Board Bylaws
12. Local Workforce Investment Board (local board) Recertification Request  
(local board Membership and Affiliation)
13. Program Administration Designee and Plan Signatures
14. Public comments received that disagree with the local plan.

The documents listed above are included as attachments to this directive.

### **ACTION:**

Please share this directive with all relevant parties. All local plans should be received by the State Board no later than 5 p.m., on July 1, 2013. All submittals shall be mailed or hand-delivered to:

California Workforce Investment Board  
Attn: Local Plan  
777 12th Street, Suite 200  
Sacramento, CA 95814-0001

## INQUIRIES:

If you have any questions, please contact your [Regional Advisor](#) at (916) 654-7799 and/or the State Board at (916) 324-3425.

/S/ MICHAEL EVASHENK, Chief  
Workforce Services Division

Attachments are available on the Internet:

1. [Cover Page](#) (DOCX)
2. [State Plan Appendix H - Local Plan Guidance](#) (PDF)
- 2a. [Evaluation Criteria for Local Plans and Local Board Certification](#) (PDF)
- 2b. [Local Plan Scoring Rubric](#) (PDF)
3. [Assurances](#) (DOCX)
4. [Title 1B Participant Plan Summary](#) (XLSX)
5. [Title 1B Budget Plan Summary \(Adult or Dislocated Worker\)](#) (XLS)
6. [Title 1B Budget Plan Summary \(Youth\)](#) (XLS)
7. [Negotiated Levels of Performance](#) (DOCX)
8. [Comprehensive One-Stop Center Partner Listing](#) (DOCX)
9. [Memorandums of Understanding \(MOU\)](#) (DOCX)
10. [State of California Local Area Grant Recipient Listing](#) (DOC)
11. [Copy of Local Board Bylaws \(Cover Page\)](#) (DOCX)
12. [Local Workforce Investment Board Recertification Request](#) (DOC)
13. [Program Administration Designee and Plan Signatures](#) (DOCX)
14. [Public comments received that disagree with the local plan](#) (DOCX)
15. [Summary of Comments](#) (PDF)