

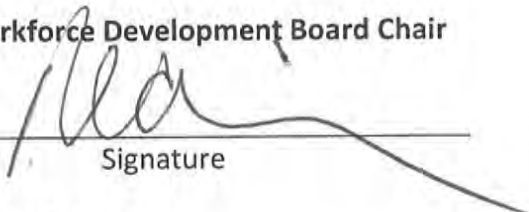
**PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES**

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

This local plan is submitted for the period of July 1, 2017 through June 30, 2020 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Chief Elected Official

  
\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

Phil Blair  
\_\_\_\_\_  
Name

Scott Sherman  
\_\_\_\_\_  
Name

Board Chair  
Owner/Executive Manager  
\_\_\_\_\_  
Title

Councilmember District 7  
\_\_\_\_\_  
Title

8/17/17  
\_\_\_\_\_  
Date

8-25-17  
\_\_\_\_\_  
Date

**SAN DIEGO  
WORKFORCE  
PARTNERSHIP®**

**Local Plan  
for  
Program Year  
2017–2020**

**Table of Contents**

1.	<i>Background</i>	2
a)	Economic Conditions	2
b)	Employment Needs	4
c)	Regional Workforce	4
d)	Workforce Development Activities (Includes	7
2.	<i>SDWP's Vision, Goals, and Strategy – A/B(i-iv)</i>	8
a)	Economic Growth and Self-sufficiency	10
b)	Aligning Our Core Partners – Efforts of High Performing Board around Priority of Service, MOU Phase I and Phase II – H(i)	12
3.	<i>Local and State Plan Alignment</i>	13
a)	Sector Strategies, Career Pathways, and Regional Partnerships	14
b)	The Local Workforce Development System	14
c)	The Seven Policies of the State Plan in San Diego	16
4.	<i>Services and Delivery Strategies – C(i-vii)</i>	17
a)	Career Pathways and Co-enrollment	17
b)	Access to Post-Secondary Credentials	17
c)	Employer Engagement	19
d)	Meeting Business Needs	19
e)	Economic Development	19
f)	Industry/Industry Association/Regional Government/Economic Development/Chambers	20
g)	Unemployment Insurance Programs	20
5.	<i>SDWP's AJCC System – D(i-vii)</i>	20
a)	Facilitating Access to the AJCCs	20
b)	Program Accessibility and serving Individuals with Disabilities	21
c)	Infrastructure Cost-Sharing of AJCC Partners	22
d)	Ensuring Continuous Improvement of AJCC Operators	22
6.	<i>Programs, Populations, and Partners – E(i-ix)</i>	22
a)	Adult and Dislocated Worker Activities	22
b)	Training Activities – I(i)	23
c)	Intake and Case Management – K(i)	24
d)	Rapid Response Activities	25
e)	Youth Workforce Activities	25
f)	Education and Workforce Investment Activities	25
g)	Title I Activities and Supportive Services	26
h)	Coordinating Wagner-Peyser Activities	26
i)	Coordinating with Title II Activities	27
7.	<i>Grants and Grant Administration – F(i-ii)</i>	27
8.	<i>Performance Goals – G(i)</i>	28
9.	<i>Regional Plan – L(i)</i>	28
10.	<i>Public Transparency – J(i)</i>	28
11.	<i>Conclusion</i>	29

## 1. Background

San Diego Workforce Partnership (SDWP) is the local workforce development board in San Diego County. All local workforce development boards are required under the legislation of the Workforce Innovation and Opportunity Act (WIOA) to participate in regional and local planning. As a local workforce development board, SDWP is charged with providing workforce services to adults, dislocated workers, youth and employers by funding job training programs that empower job seekers to meet the current and future workforce needs of employers in San Diego County. SDWP is part of the Southern Border Region, a two-county region located in the southern-most point of California.

Under the California Workforce Development Board's State Plan, the primary purpose of the local workforce plans is to facilitate access to workforce services and community partnerships at the local level. While Regional Plans and partnerships are specifically focused on construction of a broader regional training and education architecture that aligns with regional labor markets, individuals will access and experience this architecture primarily through local service delivery structure, principally those of WIOA partners operating in the America's Job Center of California (AJCC) system and through other partners of the workforce system as well. Therefore, SDWP's local plan aligns directly with the broader vision of the Regional Plan.

This document outlines SDWP's plan for serving the local workforce population in San Diego County. While some of the efforts outlined here are unique to San Diego, the majority have been developed and will be achieved in close coordination with Imperial County — the other member of the Southern Border Region — as outlined under the Regional Plan.

To understand SDWP's goals for the county, it is important to first look at the local economic conditions, labor market needs and the existing workforce system.

### a) Economic Conditions

#### **Priority Sector Studies 2014–2016**

SDWP and community colleges in the region represented by the San Diego and Imperial Counties Community Colleges Association (SDICCCA) initiated and implemented regional collaboration over the past three years to conduct research and produce studies with actionable findings for the region. These studies represent the first step in cooperative, sector-based strategies for workforce development. Together, regional partners conducted online surveys, in-person interviews and focus groups of regional employers from five Priority Sectors and collaborated on several additional sector studies:

**Priority Sectors**

- Advanced Manufacturing
  - Aerospace
  - Blue Tech
- Clean Energy
  - Advanced Transportation
  - Aircraft
  - Automotive
  - Motorcycle
- Information & Communication Technologies (ICT)
- Life Sciences

- Health Care

**Other Key Sectors**

- Small Business
- Specialty Foods & Microbreweries
- Global Trade & Logistics
- Workforce Initiatives in the Priority Sectors
- Middle-skill Jobs
- Apprenticeships
- Retail
- Gig Economy

The region is committed to help people enter and retain employment and focuses its efforts on placement in a job providing economic security or job placement in an entry-level position that has a well-articulated career pathway or career ladder to a job providing economic security.

In addition to SDWP’s focus on the Priority Sectors, it is important to recognize that San Diego County is at the forefront of economic trade and cultural merging in America, due to its location along the border with Mexico. This presents the opportunity to continually review projected job growth openings and focus-on new and evolving industry sub-sectors, such as entrepreneurship and other emerging industry sectors, including following:

<b>Top Demand Industry Sub Sector</b>	<b>Total Projected Job Openings 2012–2022</b>
Restaurants and Other Eating Places	64,622
Elementary and Secondary Schools	23,190
Management, Scientific, and Technical Consulting	19,426
Colleges, Universities and Professional Schools	17,332
Individual and Family Services	16,127

Traveler Accommodation	13,766	
Employment Services	13,232	
Offices of Physicians	12,089	
Scientific Research and Development Services	11,529	
Computer Systems Design and Related Services	11,431	
<b>Top Emergent Industry Sub Sector</b>	<b>Numeric Change 2012–2022</b>	<b>Percent Growth</b>
Management, Scientific, Tech Consulting	15,700	87.30%
Services Beer, Wine, Distilled Alcoholic Beverage	960	81.70%
Wholesalers Wired Telecommunications Carriers	1,980	79.20%
Technical and Trade Schools	1,280	71.50%
Other General Merchandise Stores	7,580	71.30%
Wholesale Electronic Markets and Agents	3,880	69.00%
Brokers Residential Building Construction	4,470	64.60%
Amusement Parks and Arcades	3,000	58.60%
Nondepository Credit Intermediation	2,340	57.50%
Business Schools,	730	56.50% <sup>1</sup>

<sup>1</sup> Source: Employment Development Department, Labor Market Information Division.

Computer/Mgmt Training		
------------------------	--	--

b) Employment Needs

Understanding employment needs requires not only an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including in in-demand industry sectors and occupations but a deep review in the industries and occupations that are projected to see a shortage in the talent pipeline.

These studies represent the first step in cooperative, sector-based strategies for workforce development. Such efforts included interviews and surveys of thousands of employers in the region to gain insight into the jobs that can be filled with an associate degree or post-secondary certificate. Our findings and recommendations paint a picture of today's labor market needs and potential shortages of trained workforce. Analysis showed an undersupply of workers in San Diego in the following occupational groups:

- Office and administrative support
- Health care practitioners and technical occupations
- Sales & related
- Installation, maintenance and repair
- Construction and extraction
- Production
- Transportation and material moving
- Life, physical and social science
- Community and social services
- Legal
- Health care support
- Personal care and service
- Education, training and library

c) Regional Workforce

To assist the regional workforce, an analysis was performed of the current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment. Target populations include the following:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives, and Native Hawaiians, as those terms are defined in Section 3221 of Title 29 of the United States Code
- Individuals with disabilities, including youths who are individuals with disabilities
- Older individuals and/or mature workers (Title 5 Older Americans Act)
- Ex-offenders
- Homeless individuals

- Youth who are in, or have aged out of, the foster care system
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Eligible migrant and seasonal farmworkers, as defined in Section 3322(i) of Title 29 of the United States Code
- Individuals within two years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act (42 U.S.C. Section 601 et seq.)
- Single parents, including single, pregnant women
- Long-term unemployed individuals [Reference WIOA Section 24(A)-(M)]

Research demonstrated that the labor force in San Diego, as well as the rest of the Southern Border region, has shrunk as employment has increased, giving the overall region a healthy 4.9% unemployment rate as a whole. The two-county region does not have a large outflow-inflow deficit in terms of commute traffic, with a net outflow that amounts to 2.1% of the total employed population in the region. The two counties do have a large variance in median household income, with San Diego County households generating about \$64,000 and Imperial County households generating over \$22,000 less per year.

Labor Market Profile <sup>2</sup>	May 2016	May 2015	Change	Percent
Labor Force	1,635,900	1,645,400	-9,500	-0.6%
Employed	1,555,400	1,547,600	7,800	0.5%
Unemployed	80,400	97,700	-17,300	-17.7%
Unemployment Rate	4.9%	5.9%	-1.0%	

In terms of target populations, the Hispanic/Latino community comprises 35.2% of the population of the two-county region. The region's diversity also includes 7.1% Black/African-American, 0.6% American Indian, 16.3% Asian, 0.6% Native Hawaiian/Pacific Islander, and 4.9% Other/Two Race population. Of the total population, 23.8% are foreign-born, and 16.7% are classified as speaking English "less than very well." Veterans and individuals with disabilities also comprise large segments of the two-county region's population, with veterans totaling 7.2% and individuals with disabilities at 9.7%.

<sup>2</sup>Source: Employment Development Department, Labor Market Information Division. Data Note: Numbers may not add due to rounding.



Ensuring the prosperity of the families that comprise these communities is not only good policy, but it is also essential to maintaining a robust economic engine in the two-county region. The workforce boards and their partners have made equity in access to these services one of their key priorities, as discussed later. The subsets of individuals with barriers to employment listed above require specialized services that are targeted to their specific barriers. The AJCC system in San Diego and Imperial counties, along with their community college partners, are developing a customer-centered approach to serving these populations and exploring innovative but alternative mechanisms such as Social Enterprise to address unique needs.

<b>Individuals with Barriers to Employment</b>	<b>Total</b>
Ethnic Minorities	1,826,361
Households with Cash Public Assistance or Food Stamps	85,209
Population 18 and Over with Less Than a 9 <sup>th</sup> Grade Level Education	179,561
Single Parent Households	198,561
Speak English Less Than "Very Well"	524,828
Youth Ages 10 to 24	729,621
<b>Educational Attainment, 25 Years and Over</b>	<b>TOTAL</b>
Less than high school diploma	334,296
High school graduate (includes equivalency)	419,691
Some college or associate's degree	692,985
Bachelor's degree or higher	747,150
<b>Total<sup>3</sup></b>	<b>2,194,122</b>

<sup>3</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

We also found that one significant barrier to employment in the region is the educational barriers faced across populations. The total number of otherwise-qualified individuals who have less than a high school diploma numbers 334,296 persons, which totals 15.2% of the overall qualified population. This segment is largely disadvantaged in the labor market, and must be given a pathway to education and industry-recognized certifications to raise their chances at economic success. These pathways will be discussed later in this plan.

We serve these diverse populations through close coordination with our WIOA MOU partners. This includes leveraging an Integrated Service Delivery model whereby customers have access to shared resources and common services as well as pursuing special grants to pilot innovative programs for specific population needs. For example, SDWP currently has a National Emergency grant funding to support the long term unemployed, with a focus on older workers. Funding provided a unique cohort model of training as well as wage reimbursement for on the job training.

d) Workforce Development Activities (Includes

The workforce system in San Diego County is robust, involving many partners. As such, an analysis of workforce development activities, including education and training, in the region was an important input to laying out SDWP's plan. SDWP is committed to conducting ongoing analysis each program year to best inform the community's workforce development needs. This analysis included the strengths and weaknesses of workforce development activities and capacity to provide the activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. The focus of the analysis is to respond to the results with human-centered design principles to address the identified needs.

To align this analysis with the local planning process, in PY 2015–2016 SDWP partnered with third-party consultants, Pat Libby Consulting and Probe Research, to engage our adult and youth participants, service providers, employers and other key community stakeholders to gather feedback and reflect on opportunities to best meet the needs of San Diego's workforce. The results of this evaluation process is detailed in the reports below:

- Satisfaction Survey Results
- Report on Community Conversations

San Diego's workforce development system, as well as the rest of the Border Region, is focused on coordination and alignment efforts, with the goals of supporting the businesses of the region and to ensure that every person, regardless of barriers, has the skills to ensure a sustainable career. Skills are built through training and opportunities linked to career pathways.

San Diego, in coordination with Imperial County endeavors to create career pathways for all residents and to develop a customer-centered focus to both job seeker and business services. These commitments are central to the development of the system in the region, and includes a commitment to serve all persons, regardless of the barriers to employment they may have

when entering the system.

The AJCCs in San Diego and the larger region strive to streamline services for job seekers by ensuring access to needed services, educating program staff about all of the one-stop services available to job seekers, and consolidating case management and intake procedures.

SDWP, Employment Development Department (EDD), the local Department of Rehabilitation (DOR), community colleges, adult education consortia and other community based partners are all co-located throughout San Diego's network of AJCCs. All local workforce development activities are guided by these partners meeting regularly through SDWP's governance committee, Adult Programs Committee (APC). The APC has representation from required WIOA partners, community college and education partners and industry leaders from San Diego's employers. The APC serves to unite workforce development activities and inform the large workforce development board on priorities across the county.

## *2. SDWP's Vision, Goals, and Strategy – A/B(i-iv)*

Taking into consideration the above-mentioned economic environment, employment needs, regional workforce and existing workforce system, SDWP has laid out a vision, goals, and strategy for itself and its partners. Specifically, SDWP empowers job seekers to meet the current and future workforce needs of employers in San Diego County. Our vision is that every business in our region has access to a skilled workforce and every job seeker has access to meaningful employment. We endeavor to be viewed by the community as the leader for innovative workforce solutions, which add great value to our region.

The elements of the plan include nine core tenets and five goals listed below.

We have established nine core tenets to carry out our vision which include:

1. **The local workforce development system is more than the programs we fund:** Each of the stakeholders manage individual programs, infrastructure, and investments. Our vision is to connect these programs to create a more unified, integrated workforce development system. Programs change lives, but systems have the power to transform communities. We do so through our regional and local plan.
2. **Shared labor market data:** SDWP will collaborate with other Southern Border workforce stakeholders will collaborate on sector research and reports, creating a common vision/agreement on which sectors/occupations to invest in, reduce duplication, and to align the direction of our collective investments.
3. **Creating opportunity for ALL San Diegans:** Our dual mission of regional prosperity and income mobility for the hardest to serve do not have to be mutually exclusive. Our job is not finished with just job placement. We must go further by creating and supporting career pathways to careers that offer family sustaining wage and room for professional growth for ALL communities.
4. **Human-centered approach to service design:** We must organize services around customer needs, not programmatic requirements. Whether it is employers, adult job seekers, or youth, our focus should not be on programs, but on the people.

5. **Single entry point for business customers:** Today, the public workforce system engages employers by program, with different people from different organizations calling employers to hire their participants. We change this by taking a streamlined approach to business services which ensures that despite the point of engagement in the process (e.g. SDWP, AJCC) the same outcome is achieved. San Diego's public workforce system must engage businesses by sector under a common strategy with a coordinated sales force.
6. **Increase service access points:** Through co-location, service integration with system partners, and the development of meaningful remote access points, we must create more on-ramps into the public talent development system. Through co-location with partners, development of affiliate sites, better on-line and mobile friendly service offerings, and other strategies, we must increase the accessibility of program services.
7. **Common definition of work readiness:** Businesses want a way to measure and understand job- readiness and essential skills in addition to the technical skills. We must all agree on a common, nationally recognized career readiness certificate (such as the ACT National Career Readiness Certificate) for all job seekers and students coming out of our programs, schools, and job centers.
8. **Less money spent on bricks and mortar, more invested in people:** Through shared and leveraged infrastructure, integrated staffing models, and expanded use of technology, workforce system-stakeholders must reduce money spent on bricks and mortar and invest more in people.
9. **Efficiency and measurable continuous improvement:** Ineffective tactics will hinder well-thought out strategies. Decisions to improve our approach must be driven by data- and evidenced-based strategies. We must continuously improve the system's processes, policies, and professionalism while maintaining our commitment to transparency to achieve the vision and intent of WIOA.

The adoption of these core tenets has led to five specific goals for the local board to work towards in the coming years, many in coordination with the broader region. The five goals include the following:

1. Support sectors that drive the local economy with a specific focus on our five Priority Sectors: Clean Energy, Advanced Manufacturing, Health Care, Life Sciences and ICT (core tenet #2). The Local Board will accomplish this by aligning training and apprenticeship opportunities to Priority Sectors, conducting labor market research, publishing reports and hosting conferences.
2. Coordinate industry engagement and develop a single entry point for business customers (core tenet #5), which includes exploring the use of an e-portal with the capability of coordinating employer contacts and involvement in the region.
3. Create opportunity for all San Diegans through career pathway development (core tenet #3) through training opportunities (OJT, CT, ITA) that support the development of both soft skills and technical skills coupled with other skill-building resources.
4. Take a human-centered approach to the service design of our workforce system (core tenet #4). SDWP is currently partnering with Code for America under a Workforce

Accelerator Fund grant to design innovative approaches to core processes based on research of the customer's experience at the AJCCs.

5. Implement infrastructure cost sharing across our AJCC network (core tenet #8). Costs will be shared across co-located partners in an equitable manner based on usage.

a) Economic Growth and Self-sufficiency

Economic growth and self-sufficiency are an important aspect of achieving the goals laid out above. This includes preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and ensuring performance accountability based on WIOA performance indicators described in 20 CFR NPRM 677.155(a)(1). Another primary method in which SDWP committed to helping job seekers achieve success is by establishing targets for program services that lead to obtaining/retaining employment that leads to self-sufficiency. SDWP requires WIOA eligibility to not only meet the local Lower Living Standard Income Levels (LLSIL) and poverty guidelines, but also established a target wage of at minimum \$13.09/hour. SDWP is committed to reviewing the LLSIL and wage guidelines continually to ensure our program performance matches the cost-of-living, rising housing costs and economic growth of the county.

SDWP is dedicated to cultivating regional economic growth and self-sufficiency by investing our programs and funding in a variety of regional efforts. More specifically, SDWP is actively involved in two large regional career pathway projects working toward this goal. The San Diego County College and Career Readiness Consortium (CCRC) was launched in 2014 as a regional approach to implementing the California Career Pathways Trust (CCPT) grant. In addition to SDWP, the school partners in the CCPT grant include 16 districts with high-schools, one charter school, and the region's five community college districts. The purpose of the CCPT project is to provide infrastructure investment to develop the key components of a regional system that will ensure delivery of streamlined, coordinated, sequenced career pathway curricula aligned to industry needs. Industry sectors targeted through the application include Advanced Manufacturing, Clean Energy and ICT. CCRC supports career pathway programming across San Diego County through: 1) A regional, online work-based learning portal to broker work-based learning opportunities, 2) Work-based learning teams to manage and populate the portal, 3) Professional development for teachers and counselors, 4) Curriculum alignment and development, 5) Marketing to students and parents, 6) Data collection and evaluation, and 7) Meaningful industry engagement with facilitation from the United Way of San Diego County. Such activities support the advancement of CCPT objectives.

The second regional career pathway project is SDWP's work with the rest of the Southern Border Region to establish a common starting point for conversations on how to serve communities with populations where English is not their first language, as well as identifying best practices and addressing deficiencies discovered through technical assistance and representative hiring practices and other appropriate measures. As demonstrated through the background research, of the total population, 23.8% are foreign-born, and 16.7% are classified as speaking English "less than very well," making service of this population critical.

Research also showed that almost 500,000 people in the region, 15% of the population live in poverty. This population is eligible for TANF services, and the future health of the economy of the region depends on the incorporation of this population into the economy. The disconnection of this large segment of the population from the skilled workforce is not only a detriment to those individuals, but is a detriment to business owners and proprietors in the region, who do not have the benefit of being able to hire from — and are not able to sell their products and services to — the entire population. This limits growth potential for business both in hiring and spending. These populations, likewise, are less likely to produce children who will move up the economic ladder, perpetuating the issues into a multi-generational morass in the fabric of the region's economy.

The workforce system in San Diego and across the Southern Border Region believes that working in collaboration with TANF agencies to ensure common understanding of the benefits of each system is the starting place to deeper co-mingling of services, and this process has begun through the regional planning process, where TANF agencies are represented. The region will be moving to common intake strategies with common case management, ensuring that the customer's experience with the system is streamlined and that they do not have to duplicate efforts to access the benefits of the system. This will lead to an increase in participation by TANF customers in the programs and training provided by the workforce system, and increased entries into the regional career pathways developed by the system.

Local boards, community colleges, adult schools, and AEBG consortia are dedicated to ensuring program and physical accessibility and participation in regional sector pathway programs, and are compliant in all physical accessibility laws and regulations as established at the federal, state, and local level. The partners will also dedicate technical assistance and training to staff in the field that ensures they are proficient in the techniques and knowledge that is needed to ensure accessibility to individuals with disabilities. DOR has been active in discussions around the formation of this regional plan, and will continue to provide technical assistance and guidance to ensure that all populations with disabilities have access to the system established by this plan.

To ensure that our services are effective in achieving our vision and goals, SDWP will evaluate our WIOA program performance using the six performance measures outlined in 20 CFR NPRM 677.155(a)(1):

1. The percentage of participants in unsubsidized employment in the second quarter after exiting the program
2. The percentage of participants in unsubsidized employment in the fourth quarter after exiting the program
3. Participants' median earnings in the second quarter after exiting the program
4. Post-secondary credential attainment and high school completion of program participants during participation in the program or within one year after exiting
5. Percentage of participants who, during a PY, are in education or training programs that lead to a recognized post-secondary credential or employment, and who are achieving measurable skill gains, or documented academic, technical, occupational or other forms of progress, toward the credential or employment

6. Effectiveness in serving employers (This measure has not yet been defined, but SDWP takes great care to build and grow positive relationships with regional employers.)
  - b) Aligning Our Core Partners – Efforts of High Performing Board around Priority of Service, MOU Phase I and Phase II – H(i)

To achieve its strategic vision of the local plan, SDWP will continue to work with our core partners and other required partners to better align regional services and resources and to create an accessible one-stop system. We have a specific focus on strengthening our relationship Title II providers through co-location, involvement on boards and a strong collaboration processes. This includes:

1. **Coastal North County Adult Education Consortium**
  - o MiraCosta Community College District
2. **The Education to Career Network of North San Diego County**
  - o Escondido Union High School District, Palomar Community College District,
  - o Poway Unified School District, Ramona Unified School District, San Marcos Unified School District,
  - o and Vista Unified School District
3. **San Diego East Region Adult Education Consortium**
  - o Grossmont-Cuyamaca Community College District and Grossmont Union High School District
4. **San Diego Adult Education Regional Consortium**
  - o San Diego Community College District and San Diego Unified School District
5. **South Bay Adult Education Consortium/Southwestern**
  - o Coronado Unified School District, Southwestern Community College District and
  - o Sweetwater Union High School District

We ensure priority of service for all of the following and work closely with our partners to deliver specialized programming where needs demand:

- **Veterans:** Specialized staff are onsite at many of our AJCC to support the veteran population. The term “veteran’s priority of service” means that veterans and covered spouses will be given priority (or first access) to funded program services before non-veterans. Depending on the type of service, this may mean veterans and covered spouses receive services earlier in time, or instead of non-covered persons.
- **Low Income and Recipients of Public Assistance:** Clients are connected with partner organizations to receive unemployment benefits, CalFresh support or affordable housing. Supportive services are leveraged when other benefits are exhausted.
- **Clients who are basic skills deficient:** Through close coordination with Adult Education and San Diego Continuing Education, clients are provided a variety of courses to increase basic skills and better prepare them to enter or re-enter the workforce.

SDWP leadership regularly attends all 5 Title II consortium meetings to discuss further alignment between these partners, with a particularly focus in the topic areas of strengthening:  
a) infrastructure and co-location b) aligning performance metrics and data sharing and c) creating a unified single career-readiness / skills assessment tool.

On June 30, 2016, SDWP executed the WIOA Partners MOU Phase I between the local workforce development board, AJCCs and the 17 other required WIOA partners to work together to provide seamless and integrated employment, educational and human services for all San Diegans. The MOU established a cooperative working relationship between the parties and defined the respective roles and responsibilities to ensure that every one-stop customer has access to each partner's resources.

The overarching goals of partner alignment includes:

- Fostering demand-driven skills attainment
- Enabling upward mobility for all Californians
- Aligning, coordinating, and integrating programs and services (e.g. employment, basic educational or occupational skills, post-secondary certificate or degree, employer hiring, etc.)

**The status of the Phase 1 and Phase 2 MOU is as follows:** In SDWP's Phase 1 MOU, all partners agreed to prioritize services as outlined under WIOA for adult and dislocated worker and for individuals with barriers to employment, including American Indians, Alaska Natives, and Native Hawaiians as well as migrant and seasonal farm workers. Through the AJCC one-stop system, priority of services is ensured by the individual providing documentation at the time of eligibility that proves that they meet the requirements to the priority of service category. Participants who meet priority of service are provided access to WIOA enrollment, training and individualized service prior to other enrolled individuals.

SDWP is currently working with local partners to finalize Phase II of the MOU which will address how to functionally and fiscally sustain the unified system described in Phase I through the use of cost-sharing, resource sharing and joint infrastructure costs. Currently, SDWP is already co-located and cost-sharing with the "core" WIOA partners: EDD (Wagner-Peyser, Unemployment Insurance, TAA, Veteran's Program), DOR, Title 2 Adult Education/CTE and Migrant Seasonal Farm Worker. The Phase II MOU is with partners for signature.

Joint infrastructure funding is critical to establishing the foundation needed for integrated service delivery. Therefore, under WIOA, each of the required partners must contribute a portion of their funds or in-kind services toward maintaining the AJCC system under WIOA. This MOU will be finalized by September 1, 2017.

See [MOU Phase II](#) for a list of all partners.

### *3. Local and State Plan Alignment*

The Local Plan has been developed in alignment with the Regional and State Plans. This includes specific focus on sector strategies, career pathways, and regional partnerships as well as other state policies.



a) Sector Strategies, Career Pathways, and Regional Partnerships

For the California WIOA State Plan, the California Workforce Development Board (CWDB) has emphasized several major reforms to the workforce system:

- Sector strategies that align workforce and education programs with leading and emergent industry sectors' skills needs;
- Career pathways that enable progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated; and
- Regional partnerships between organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth.

Over the past several years, SDWP's research team has conducted extensive research into career pathways, working closely with the five San Diego community college districts, adult education providers, employers, business consortia, and other partners to achieve numerous sector milestones. As a result of that work, SDWP identified five regional industries that account for a significant portion of San Diego's economy in labor, wages, and investment and that are projected to grow in the foreseeable future. These industries include Advanced Manufacturing, Health Care, ICT, Life Sciences and Clean Energy.

In each of these five sectors, SDWP has designed sector strategies and career pathways, which we have used to lead the region in understanding and sharing the labor market outlook and skills gaps. SDWP will continue to spread awareness of the high-demand, well-paying career opportunities in each sector, followed by building strategic partnerships with business leaders, elected officials, education leaders, economic development entities, and other partners to support the sectors' economic and labor market needs. We will also continue to make programmatic investments in contract and customized training for job seekers and low-wage incumbent workers.

Our sector strategy and corresponding career pathways have fed directly into the Regional Plan and are the basis for our regional collaboration planning.

b) The Local Workforce Development System

San Diego's local workforce system is a one-stop delivery system designed to bring together workforce development, education and other human resource services in a seamless, customer-focused network of providers, thereby enhancing customer access. The goal is to improve long-term employment outcomes for individuals receiving assistance. One-stop partners administer separately funded programs as a set of integrated streamlined services to customers.

Customers access the one-stop delivery system through the AJCC network. SDWP manages six comprehensive AJCCs throughout San Diego County which provide the full range of

employment services, training and education, supportive services, employer assistance, as well as referrals into special programs. Priority of Service is adhered to in the delivery of all services regardless of delivery mechanism. AJCCs are currently physically collocated full-time, part-time and intermittently with the following partner agencies:

1. Metro — EDD, IRC, Rescare TANF Program, Reality Changers and CalFresh
2. South Metro — EDD Job Services, Veteran Services, EDD UI, Deaf Community Services, Dept. of Labor Veteran Services, Dept. of Rehabilitation, SCSEP Jewish Community Service, CalFresh, S.D. Community College Dist Adult Education, Covered CA, La Maestra Healthcare, Headstart, CA Lifeline, SDG&E and U.S. Probation Dept. S.D. Clean Slate Clinic
3. South County — SER. Jobs for Progress, SY Health Centers, EDD, DOR, Mental Health Sys, Montgomery Adult Sch, SCEDC
4. East — DOR, Job Corps, Grossmont Adult School, EDD, Goodwill Industries, Neighborhood House Association, San Diego Food Bank, International Rescue Committee
5. North County Coastal — EDD, DOR, SD Food Bank, CHW, Ed Compact, SiaTech, Job Corps,
6. North County Inland — CalWorks, DOR, Disability Help Center, EDD Vet Rep., CHW

SDWP also maintains a variety of other satellite and affiliate AJCC locations, which includes the Center for Employment Training (CET), which manages the migrant season farmworker program.

AJCC operators are competitively procured on a four year cycle; current contracts will end in June 2018. For the last 12 months, SDWP has been planning the release of a Request for Proposals (RFP) to procure services for the AJCC Network. The AJCC network – and the contractors that operate it – are funded through U.S. Department of Labor (DOL) Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Worker programs as well as County of San Diego Expanded Subsidized Employment (ESE) and DOL Workforce Innovation Fund (WIF) grant programs and often other special grant projects that SDWP may pursue. SDWP has conducted significant community outreach including town hall sessions, satisfaction surveys (including customers, partners and employers) and engagement with board and committee members.

Through collocation with partners, development of affiliate sites, better on-line and mobile friendly service offerings, and other strategies, we are increasing the accessibility of program services. Our MOU Phase II process is an important step in expanding our collocated partners as well as prioritizing opportunities to co-locate at more sites with TANF, DOR, etc as opportunities allow.

In addition to the collocated partners, SDWP also offers access to other partners via either warm hand-off referrals or telecommunication, such as phone, text, or video calls:

- School districts administering Title II programs and Carl D. Perkins Career Technical Education Act of 2006;

- San Diego County human services, such as those through Title V — Older Americans Act and the Community Services Block Grant;
- Native American and Migrant Seasonal Farmworkers programs under Sections 166 and 167, respectively through coordination with the Southern California American Indian Resource Center and the Center for Employment Training;
- English Language Learners and refugees through coordination with community based organizations
- YouthBuild; and
- Housing and Urban Development.

To operate the AJCCs themselves, SDWP competitively procures, contracts with and manages sub-contractors who oversee daily service delivery. SDWP's contracts are separated into four geographic regions: Metro (or central), South, North and East. Every four to five years, SDWP releases an RFP to procure providers for each region.

c) The Seven Policies of the State Plan in San Diego

Both the Local Plan and the Regional Plan are aligned with the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs to support service alignment and implement the policy strategies emphasized in the State Plan:

- Sector strategies and career pathways are the heart of the local plan and expressly represented in three of our five goals. Together with the rest of our region we are supporting 18 sectors that drive the local economy with a focus on our five Priority Sectors. We are also creating opportunity for all San Diegans through career pathway development using training opportunities that are more responsive to employers (On-the-Job Training — OJT, Customized Training — CT, Apprenticeship Training Accounts — ATA) that support the development of both essential and technical skills coupled with other skill-building resources.
- We plan to develop new employer satisfaction tools to not only measure participant outcomes, but determine how effectively were served the talent needs of San Diego's businesses.
- Our OJT and apprenticeship programs apply the "earn and learn" model whereby individuals gain relevant knowledge, skills and abilities through participation in the labor market and while earning a wage.
- We realize that at times success of our participants, particularly those with the highest barriers to employment, requires additional supportive services. We assess each case individually and provide supportive services including: transportation, food, textbooks, licensing/certification fees, career clothes, and tools and equipment, where needed.
- We have a robust research function which allows us to assess market evolution on an ongoing basis and utilize data to inform not only new investments but necessary changes to existing programs. Our program management and process improvement decisions will be evidence-based and data-driven.

- Building regional partnerships and leveraging integrated serviced delivery models across industry leaders, workforce professionals, education and training providers, and economic development leaders are key mechanisms to drive our workforce system forward. We have already established a Phase I MOU which outlines how we will work together to provide seamless and integrated employment, educational and human services for all San Diegans. The Phase II MOU around infrastructure cost-sharing is currently under negotiation.

#### 4. *Services and Delivery Strategies – C(i-vii)*

As part of the plan, SDWP has outlined specific areas of focus around services and delivery strategies and is seeking to increasingly bring a customer-centered approach to all service delivery.

##### a) Career Pathways and Co-enrollment

Career pathways and customer co-enrollment are key aspects of our core programs. SDWP's career pathways, based on our Priority Sectors, are a central driver in the use of training funds, as priority is given to classroom and on-the-job experiences that lead to in-demand careers. SDWP is developing a mechanism to assess training providers and their support of the defined career pathways and will adjust available programs accordingly based on performance and alignment. SDWP also encourages co-enrollment whenever a customer qualifies for additional services. Customer referrals are made electronically, through traditional correspondence, verbally, or through other means determined in cooperation with partners and operators.

##### b) Access to Post-Secondary Credentials

SDWP understands the importance of post-secondary credential and industry-recognized certificate programs in improving the employment outcomes of AJCC customers. Industry-valued Credentials/Certifications support the attainment of living wage jobs and are seen as desirable by the employer community. Credential attainment is a key performance metric for our operators and is regularly reviewed by the local board. Informed by our labor market research, SDWP actively engages training providers to offer robust credential opportunities through the Eligible Training Provider List (ETPL) which currently maintains 100+ providers and 650+ training programs.

SDWP is working with partners and using market research to drive expansion of the number and type of post-secondary credential and certificate programs available to participants as well as their ability to access those programs. This includes making available innovative approaches such as the ACT—National Career Readiness Certificate (NCRC), which helps job seekers improve their career outcomes and prepare to succeed in a variety of career pathways as well as assisting employers and human resources professionals to improve their hiring, training, and promotion decisions. Community colleges and local workforce development boards are also working together to increase access and knowledge about the value of in-demand credentials/certifications.

The following certifications were identified by the community college system's Doing What Matters for Jobs and the Economy initiative deputy sector navigators, sector navigators or other partners as desirable certifications for the corresponding sector in our region:

- **Advanced Manufacturing:** NCRC, Manufacturing Skills Standards Council (MSSC)-Certified Production Technician and Certified Logistics Technician Certification, Manufacturing Skills Institute (MSI) Manufacturing Technician 1, National Institute for Metalworking Skills (NIMS), American Welding Society (AWS)-Certified Welder Certifications, International Society of Automation (ISA)-Certified Control Systems Technician (CCST) and Certified Automation Professional (CAP), National Center for Construction Education and Research (NCCER), North American Die Casting Association (NADCA), Fabricators & Manufacturers Association International (FMA)-Precision Sheet Metal Operator Certification (PSMO), International Fluid Power Society (IFPS), SME-Lean Certification, Packaging Machinery Manufacturing Institute (PMMI)-Mechatronics Certificate, American Society for Quality (ASQ), American Society of Transportation and Logistics (ASTL), Association for Operations Management (APICS)-Certified in Production and Inventory Management (CPIM) and Certified Supply Chain Professional (CSCP), Certified Manufacturing Technologist (CMfgT). \*Certificate information provided by East County Economic Development Council
- **Advanced Transportation/Renewable Energy:** NCRC, PV Technical Sales, PV Installation Professional, Solar Heating Installer, Small Wind Installer, California Advanced Lighting Controls Training Program (CALCTP), Electric Vehicle Infrastructure Training Program (EVITP), ASE certification (brakes, engines, electrical, diesel), North American Board of Certified Energy Practitioners (NABCEP).
- **Agriculture/Water/Environmental Technologies:** NCRC
- **Energy Efficiency/Utilities:** NCRC
- **Global Trade/Logistics:** NCRC
- **Health Care:** NCRC, Licensed Vocational Certificate (NCLEX-PN), Nursing Assistant, Registered Nurse (NCLEX, RN), National Board for Certification in Occupational Therapy (NBCOT) Orthopedic Technology, Anesthesia Tech, Registered Dental Assistant, Certified Dental Assistant, Registered Health Information Technology, Certified Coding Specialist, Certified Coding Assistant, Registered Health Information Management, Phlebotomy, Physical Therapy Assistant, Veterinary Technician
- **ICT/Digital Media:** NCRC, C++, JAVA, Linux, Microsoft SharePoint, Oracle, Network Security, Security +, CEH (Certified Ethical Hacker), Adobe, Microsoft Office certification, Certified Web Designer Associate
- **Life Sciences/Biotech:** NCRC
- **Retail/Hospitality/Tourism "Learn and Earn":** NCRC, American Hotel & Lodging Association — Guest Service Gold, Convention Industry Council — Certified Meeting Planner, National Restaurant Association — ServSafe Food Handler, National Restaurant Association—ServeSafe Food Safety for Managers, National Retail Federation — Customer Service and Sales, Professional Bartending Schools of America — Training for Intervention Procedures, Society of Wine Educators — Certified Specialist of Wine, Society of Wine Educators — Certified Wine Educator, Western Association of Food Chains – Retail Management Certificate, Comp TIA A+ Certification — Computer Retail

- **Small Business: NCRC**

Other certifications in demand in the region across all sectors include project management (PMP), security clearance, forklift operator certificate and Lean Six Sigma across all sectors (not just manufacturing). As the industries change, the certification courses and tests tend to follow those changes, so keeping up on industry-approved certifications will prove beneficial for job seekers in the region. SDWP will contact employers participating in the region's talent networks to obtain feedback, which SDWP and its partners will use to continually refine the list of industry-valued credentials.

Education partners will also be convened on a regular basis to ensure that the credentials are being offered in a systemic manner, with credential programs being made available to as many geographic areas in the region as feasible.

- c) Employer Engagement

SDWP continually strives to maintain and grow its network of regional employers, especially in San Diego's Priority Sectors with employers who cannot find the talent to meet their hiring needs. SDWP recently restructured its staff internally to create a programs team committed to business services. SDWP's business services team works with employers to identify hiring needs and uses that information to modify training program curricula or design customized trainings, so that AJCC customers gain skills that will make them successful in the workplace and meet the needs of their employers.

SDWP and its partners offer a growing number of services to local employers, with particular focus on assisting small businesses through programs such as the HR Hotline which provides free HR consultations, CT programs and OJT reimbursement through adult, dislocated and Rapid Response funds. We also assist employers in addressing short-term, seasonal needs with younger workers through programs such as CONNECT2Careers (C2C).

- d) Meeting Business Needs

To ensure that AJCC customers remain competitive in the labor market, it is vital that SDWP and our partners understand the needs of regional businesses and tailor the workforce system to address those needs. SDWP provides assistance to businesses at every step in their lifecycle. When a business is growing and hiring, we offer hiring assistance, funds for training new employees, customized recruitment, job fairs, qualified candidate referrals, résumé screening and business process improvements. On the other hand, when a business is downsizing, we offer projects to avert layoffs and to help laid-off workers to quickly find new positions in similar sectors. We are currently developing metrics to measure how we serve local businesses as a performance indicator for our operators. Once formalized, SDWP will regularly review the progress against these metrics.

- e) Economic Development

SDWP ensures that AJCC job training remains relevant to the labor market by coordinating our workforce development programs with regional economic development. SDWP stays abreast of

changes to the local economy through robust labor market research. Our research department is the go-to expert on workforce trends, in-demand occupations and high-growth industries in San Diego County. SDWP produces in-depth industry reports and other products that inform job seekers, career counselors, trainers and educators about what employers are looking for in the current and future labor force as well as guide the evolution of our workforce development system. Our research has also been infused into the regional plan resulting in increased coordination around economic development across the Southern Border Region. We ensure that all required partners are informed and engaged in system alignment activities.

f) Industry/Industry Association/Regional Government/Economic Development/Chambers

The following are key representatives who sit on SDWP's boards and committees and actively participate in local planning:

**James Sly**, Vice President, East County Economic Development Council

**Mark Cafferty**, President and CEO, San Diego Regional Economic Development Corporation

**Ray Major**, Chief Economist, SANDAG

SDWP coordinates local workforce investment activities with regional economic development activities by promoting entrepreneurship and microenterprises in San Diego. SDWP targets small, local businesses for the development of on-the-job training and customized training opportunities. Additionally, SDWP has created an entrepreneurial training program that combines on-the-job learning with related practical and technical instruction in an occupation. SDWP has also partnered with entrepreneurial organizations Small Business Association and the Small Business Development Center to provide additional training in this space and is doing work around social enterprise with organizations such as the Center for Employment Opportunities (CEO), Kitchens for Good and other organizations.

g) Unemployment Insurance Programs

Unemployment Insurance (UI) is an important partner in the AJCC delivery system, and SDWP and EDD maintain a strong link with one another. EDD is onsite at many of our AJCCs. Where they are not co-located, SDWP and EDD have strong, established referral mechanisms for those receiving UI to ensure participants are aware of other services available to them. SDWP and EDD regularly partner on communications around special programs which are applicable to UI recipients (such as Platform to Employment or Hire a Hero veterans recruiting). EDD is also represented at monthly AJCC manager meetings which are a forum to discuss a variety of issues and trends impacting the workforce system, including changes in UI.

## 5. SDWP's AJCC System – D(i-vii)

a) Facilitating Access to the AJCCs

SDWP is committed to making our services, and those of our partners, accessible to all AJCC customers and we facilitate access through a variety of means. These include:

- Co-location — Program staff from the partner are physically present at the AJCC.
- Cross information sharing / Customer Referral — AJCC staff are trained to provide

information about all programs, services, and activities that may be available to the customer through the partner organization and can make referrals.

- Direct access through real-time technology — Access through two-way communication and interaction between clients and the partner that results in services being provided.

Examples:

- Single point of contact for service delivery at the partner's program
- Email or instant messaging
- Facilitating phone calls between partner agency staff and clients
- Live chat via Skype or FaceTime
- Establishment of an internet portal linking a client to all partners
- Virtual Counseling Network (VCN) — a tool that allows clients at the AJCCs to connect via the internet to staff at the AJCC partner. Using VCN, clients can receive real-time face-to-face audiovisual counseling without having to meet in person. The client may also securely share documents and computer screens.

All of SDWP's required WIOA partners have agreed to provide access to their services at each of San Diego's six comprehensive AJCCs via one of these methods in Phase I of the WIOA partners MOU.

b) Program Accessibility and serving Individuals with Disabilities

SDWP provides physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities. As part of the Phase I MOU, all of SDWP's required WIOA partners have agreed to ensure their policies, procedures, programs, and services are also in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities. Additionally, partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws. These partners have committed to promoting capacity building and professional development for staff in order to increase awareness and understanding of serving individuals with barriers to employment and individuals with disabilities. Compliance with physical and programmatic accessibility is assessed by the EDD as well as through SDWP's yearly third party monitoring process.

SDWP also has two programs dedicated to creating more systems alignment around the behavioral health system with the County of San Diego and in serving individuals with disabilities through the Breaking Barriers San Diego (BBSD) program. BBSD provides employment and supportive services to low-income individuals with disabilities. This project is designed to test the Individual Placement and Support model of supported employment, a well-researched and well-defined approach to helping people with lived experience of mental illness. This service model has shown positive and significant impact on employment for people with disabilities. SDWP is also involved in the County of San Diego's Work Well Initiative and engaging system partners at looking at support employment as a workforce intervention to be applied within behavioral health programs across the county.



c) Infrastructure Cost-Sharing of AJCC Partners

To sustain San Diego's unified one-stop system, SDWP is in the process of executing Phase II of the WIOA partners MOU, which will govern resource sharing and joint infrastructure between SDWP, the AJCCs, and the other WIOA partners. SDWP chose to use a cost-allocation formula based on each partner's square footage occupancy and duration of use. The value of each partner's owed infrastructure cost contribution is directly correlated to the percentage of AJCC space and time used by that partner per month. Costs for AJCC common areas are proportionately shared by all partners.

AJCC partners (or their respective state entity) may provide cash, non-cash, and third-party in-kind contributions to cover their proportionate share of infrastructure costs. If non-cash or in-kind contributions are used, they cannot include non-infrastructure costs (such as personnel), and they must be valued consistent with Uniform Guidance Section 200.306 to ensure they are fairly evaluated and meet the partner's proportionate share. See appendix for a breakdown of resource contributions of each partner in our Phase II MOU.

d) Ensuring Continuous Improvement of AJCC Operators

One of SDWP's key responsibilities is to make sure our AJCCs are meeting the employment needs of employers and job seekers and that our system is progressing in the quality of our service delivery. SDWP ensures continuous improvement through a multi-pronged approach which includes reviews by program specialists (files, processes, procedures), twice yearly external monitoring for both programmatic and fiscal, regular customer satisfaction surveys, monthly collaboration meetings between providers and partners focused on information sharing and process improvement as well as special projects which target specific improvements such as the deployment of an innovative technology solution for training funds, engaging in human-centered design projects or transformation of customer communications through partnership with Code for America. SDWP is committed to continuously making monitoring more holistically, leveraging synergies across programs and increasing the feedback loops from customers into the process to drive improvements.

*6. Programs, Populations, and Partners – E(i-ix)*

a) Adult and Dislocated Worker Activities

SDWP and its partners provide an extensive set of services to the adult and dislocated worker population including basic career services, individualized services, supportive services, training services, case management and job placement. This includes but is not limited to assessment of skills, labor market data, individualized coaching, career planning, individual training accounts, on the job training, and customized training. Services are provided in accordance with priority of service requirements and are tailored to the needs of the individual.

San Diego places particular focus on serving special populations through the use of WIOA funding, special grants and other private funding. Particular areas of focus include:

- English Language Learners and Refugees – San Diego was awarded an ELL grant to better serve ELLs in East County by creating stronger ties between WIOA Title 1 and Title 2 providers and using an immigrant specialized CBO (IRC) as a navigator to enhance services between AJCCs, Adult Ed and CBOs
- Justice Involved Population – San Diego is the recipient of two LEAP grants for the provision of both pre and post release services to the incarcerated populations at both a men's and women's facility.

AJCCs serve as an on-ramp for regional sector pathways. AJCCs increase awareness of available pathways, identify potential program participants, and provide individualized services, including support services, to prepare clients for sector pathways allowing customers to complete relevant training and flow directly into a job placement.

SDWP ensures the connection of AJCC customers to regional sector pathways by building and strengthening partner relationships and using a strong referral process to ensure clients receive access to all relevant services. This includes referrals for basic skills training with adult education (skills such as reading, writing, math, English language competency, problem solving, leadership, test prep, and other vocational training), where relevant. SDWP also leverages research data on industry sectors to target opportunities and engage employers. This includes job development, job fairs, customized trainings, etc. to accommodate the joint needs of the employer and the participant.

We regularly monitor the performance of our AJCCs with regard to regional pathways by tracking performance against credential attainment in pathway sectors and the use of ITA training programs in placing participants in in-demand and higher in-demand jobs.

b) Training Activities – I(i)

SDWP provides training services through the use of variety training sources that are adaptive to the needs of San Diego's job seekers and employers.

**Individual Training Accounts (ITA)**

ITAs are used for traditional classroom training services that are intended to provide enrollees the maximum Customer choice in training selection and provide the flexibility needed to provide training in high demand occupations. Customers may access training services through training providers who have met eligibility requirements set by the State in order to be listed on the state-managed Eligible Training Provider List. AJCC staff work with the customer to select a program that best meets their needs and for which the individual has the necessary basis to be successful. SDWP provides up to \$5,000 for in-demand programs and \$7,000 for higher in demand programs. The goal of an ITA is training completion, credential attainment and placement and retention in a career within the chosen industry.

**On-The-Job-Training (OJT)**

OJT provides job seekers the ability to learn a new skill or upgrade skills while working and being paid "on the job." The training is specific to the employer's needs. SDWP works with

employers in our in-demand industries and OJTs that pay a minimum self-sufficiency wage of \$13.09 during the training. Once the training is complete, the employer is expected to retain employees.

### **Customized Training (CT)**

CT classes are created by businesses to help them find, train and hire a group of workers for a specific need in their organization and industry. SDWP is committed to CT opportunities as they provide cost effective and employer-responsive investment of training funds.

### **Expanded Subsidized Employment (ESE)**

SDWP has partnered with the San Diego County Health and Human Services Agency (HHSA) to offer ESE to help place and retain eligible CalWORKS participants. ESE career counselors assess skills and interests of CalWORKS participants and help them find employment within 60 days.

### **Apprenticeship Training Accounts (ATA)**

An ATA is designed to provide the educational classroom training portion of apprenticeships. There are a variety of local apprenticeship programs listed on the [Eligible Training Provider List](#) that job seekers may choose from.

### **Contracted Education**

SDWP engages local community colleges and other education providers to create customized training programs to meet demand and talent pipeline of local employers. These cohorts of job seekers are more cost-effective than ITAs and can be tailored to meet the specific needs of local businesses. SDWP successfully completed several Contracted Education opportunities in PY 15–16 in our five Priority Sectors.

#### **c) Intake and Case Management – K(i)**

SDWP and its AJCCs have implemented an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by AJCC partners. SDWP's AJCCs record participant data and progress using the state-administered workforce case management and labor exchange system, CalJOBS<sup>SM</sup>. CalJOBS<sup>SM</sup> has been designed to track intake, enrollment, participation, work-readiness indicators, placement, and retention, as well as all other ad hoc outcomes as required by the Department of Labor (DOL). All AJCC customers set up a job seeker profile in CalJOBS<sup>SM</sup> on-site at the AJCC when they enroll in a program. In addition to serving as this program's MIS system, CalJOBS<sup>SM</sup> allows users to easily search for jobs, build résumés, access career resources and gather information on education and training programs.

Additionally, SDWP is one of the only local workforce development boards to work with the State of California to develop specialized program data collection tools for non-WIOA DOL grant programs such as the Workforce Innovation Fund — BBSD (WIF), Linking Employment Activities Pre-Release (LEAP), National Emergency Grant — Sector Partnership (NEG-SP) and County of San Diego grants. SDWP has a policy which outlines the requirements for co-enrollment. Where CalJOBS<sup>SM</sup> does not support the tracking of co-enrollment directly, such enrollment is tracked

within the respective systems. Data sharing agreements are in place between required partners, and SDWP can make necessary data available on an as needed basis.

d) Rapid Response Activities

SDWP coordinates and leads all rapid response activities in San Diego. Under the Worker Adjustment and Retraining Notification (WARN) Act, employers in San Diego County must inform SDWP of layoffs and plant closures. Once SDWP receives a layoff notice from an employer, the Rapid Response team meets with the company and schedules a Rapid Response workshop for the company's affected workers. At the workshop, the Rapid Response team presents information about resources available to help laid off workers. Resources include job fairs, AJCCs, UI programs and independent financial advisors. OJT, CT and related tools are also available to help laid off workers return quickly to the job market.

e) Youth Workforce Activities

SDWP funds youth programs that provide work-readiness training to youth from low-income households, youth who are at risk of dropping out of school, and youth with disabilities. SDWP also administers two summer youth employment programs — CONNECT2Careers and the Life Sciences Summer Institute. Work-readiness training in any of these programs includes both essential and technical skills with the goal of preparing young adults for high school graduation, post-secondary education and, ultimately, a career. Work experiences may include employment opportunities available during summer and throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities. SDWP partners with providers skilled in serving special populations, including those with disabilities, those who have been or are incarcerated, and those deficient in basic skills to ensure the population's needs are met.

f) Education and Workforce Investment Activities

In our efforts to develop regional sector strategies and career pathways, SDWP partners with secondary and post-secondary programs to coordinate service delivery, align resources, and leverage each other's work. An example of this partnership is the creation of San Diego's Priority Sector posters. SDWP led a collaborative effort across community stakeholders to print posters (image below) illustrating the highest growth occupations, educational and skill requirements and wage information of each of our Priority Sectors. SDWP then worked with our regional education system to display the posters in over 100 public schools, all nine of San Diego's community colleges, all AJCCs, and a variety of workforce agencies across the county. The result of these posters has been to generate awareness among students and job seekers about the career pathways available to them. SDWP also coordinated with the education system to present information about occupation growth and career pathway opportunities to over 250 high school principals, administrators, and faculty. We have printed over 2,000 sets of our Priority Sector posters and displayed in schools, nonprofits, government agencies and community-based organizations across the county.

SDWP also coordinates with secondary and post-secondary education providers to plan and host our Annual Workforce Conference. At the conference, which originally drew 240 attendees in 2014 has since drawn over 500 attendees in each successive year in 2015 and 2016. SDWP and its partners present our latest sector research reports with industry experts as panelists to stakeholders, service providers, businesses and job seekers alike.

Another example of SDWP's efforts to coordinate with our regional secondary and post-secondary education system is our joint implementation of the NCRC, a nationally recognized work-readiness credential that provides objective measures of core skills essential to success in the workplace. SDWP and San Diego's education system have long shared the goal of creating a single, employer-recognized work-readiness curriculum and certification for all job seekers and students that we could administer prior to vocational/technical training to ensure job seekers have the critical essential skills and aptitude to learn on the job. The NCRC consists of three one-hour sections each covering an essential skill: 1) applied math 2) ability to read for information and 3) locating information on workplace graphics. Participants can take the NCRC at AJCCs or community college campuses closest to their homes, where it is administered by an ACT certified proctor. SDWP and the community colleges selected the NCRC over other assessments because it has been recognized by over 14,000 employers nationally and has shown to be an excellent predictor of job performance.

g) Title I Activities and Supportive Services

Transportation and other support services are a vital component to the success of WIOA Title 1 workforce development activities, and SDWP is the lead in coordinating the proper provision of those supports. When a customer walks through the door of a San Diego County AJCC, AJCC operators assess that individual to determine if any assistance is needed to meet that customer's basic needs and promote success in their career service activities. Currently, SDWP provides supportive services in the form of: transportation, food, textbooks, licensing/certification fees, career clothes, and tools and equipment. SDWP provides supportive services to adult and dislocated worker customers in accordance with program eligibility, WIOA law, final regulations, and EDD directives. Additionally, all of our AJCCs are located along transportation corridors for easy access by the public.

h) Coordinating Wagner-Peyser Activities

San Diego as a local workforce development area has enjoyed a strong, integrated AJCC system partnership between WIOA Title 1 (SDWP) and EDD's Wagner-Peyser staff. SDWP and EDD are currently co-located in four out of six of our comprehensive AJCC facilities and function seamlessly with the goal of that the customer experience is the same across programs. SDWP and EDD staff function together as an integrated service delivery system, sharing a streamlined customer experience at almost every touch point. Front-desk staff, orientations, workshops, case-management and performance strategies are all coordinate together between the two programs. Both SDWP and EDD's management teams meet monthly to coordinate activities and create effective workforce delivery strategies for the community.

i) Coordinating with Title II Activities

In addition to being collocated and integrating services at four of the six comprehensive AJCCs, SDWP also maintains a strong partnership with Title II Adult Education and Literacy providers and regularly coordinates our workforce activities with theirs through our participation in the San Diego Adult Education Regional Community Partners Meetings. The purpose of these meetings is to bring together partners serving the greater San Diego and Imperial Counties areas in a single meeting to discuss coordinating needs and priorities of our shared customers and to advise workforce system providers. Partners at the meeting also coordinate regional planning efforts that have a direct effect on adult education, family literacy, career pathways, and workforce development program offerings in our Southern Border Region and talk about ways in which we can leverage existing structures to communicate and collaborate more effectively as a region.

Throughout the course of 2016, SDWP, the Imperial County Workforce Development Board, SDICCCA and other partners, including representatives from all Title II applicants from the San Diego Workforce Area, convened to create a plan that would provide direction and regional support for sectors that drive the regional economy, career pathways, strategic workforce development priorities, and an agreement on outcomes/metrics. This plan was then used to inform the Local and Regional Plans in San Diego and Imperial counties. The plan contained the nine core tenets and five goals that have guided the direction of SDWP's Regional and Local Plans. Title II applicants have been involved with these Local Plan elements for several months prior to their application deadlines, and SDWP sent out the core tenets and a summary of regional planning activities again in January 2016 for Title II program applicants to use as a guide for aligning their applications with SDWP's Local Plan.

SDWP will review Title II applications according to the four-step process outlined by the California Department of Education (CDE) for the Local Board review of WIOA, Title II AEFLA applications. The process is as follows:

1. Eligible providers will submit their Title II applications to the CDE through an online system.
2. The CDE will provide SDWP with password access to the online Title II applications in San Diego County for review of their alignment with SDWP's Local Plan.
3. SDWP will complete and submit recommendations for promoting alignment with the Local Plan through the online system. The review and recommendation process will begin on May 17, 2017, and end on May 31, 2017.
4. The CDE will consider the results of the review by SDWP in making awards.

7. *Grants and Grant Administration – F(i-ii)*

SDWP is designated by the County and City of San Diego to receive state and federal funds as the Local Workforce Development Board and is responsible for administering job training and employment programs throughout the region. We also receive competitive grants to administer innovative workforce programs. We have a robust set of internal policies and

procedures which govern our processes, which includes appropriate internal checks and balances as well as use of an external CPA firm for financial auditing.

SDWP designs programs based on our unique understanding of our regional workforce needs to ensure we fund the most relevant and effective job training programs. SDWP then issues Requests for Proposals (RFPs) and Requests for Quotes (RFQs) for partnerships with public and private agencies, nonprofit organizations, local businesses, and educational institutions to create workforce solutions for the San Diego region as well as for goods, products and services.

We are committed to ensuring equal opportunity to all qualified vendors and organizations wishing to provide these services. We conduct a competitive and fair process — reviewing cost, quality and qualifications — in the procurement of goods and services necessary to meet the needs of our customers.

8. *Performance Goals – G(i)*

Every few years, SDWP is required to negotiate with the state to establish performance metrics for all WIOA adult, dislocated worker and youth programs. Metrics cover areas such as entered employment, median earnings, credential attainment, etc. Once agreed upon, these metrics serve as the basis upon which we hold our subrecipients accountable for performance. We use a rigorous set of internal reviews coupled with external monitoring to verify that performance thresholds are met and place subrecipients on corrective action when performance falls short of the goal. SDWP's performance goals for PY201-2018 are as follows:

PY 2017-18 Proposed Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	68%	71%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,100	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	49%	60%	50%	Credential Attainment within 4 Quarters After Exit

9. *Regional Plan – L(i)*

This local plan is aligned to and works in tandem with the Regional plan but for scoring purposes all required content for the local plan is addressed within the local plan. None of the narrative content of the local plan is handled in the regional plan. The two plans are complementary documents which together outline San Diego's approach to meeting the needs of the local area.

10. *Public Transparency – J(i)*

SDWP provided a 30-day public comment period prior to submission of the plan, including an opportunity to have input into the development of the local plan, particularly for representatives of businesses, education, and labor organizations. There was a concerted effort to engage representatives from the local community in this process, and reasonable accommodation was made to include representatives from target populations, including accommodation for individuals with language needs and individuals with disabilities. On

Monday, February 6, 2017, SDWP released the plan to the public via our various social media outlets, including Twitter and Facebook,. We also e-mailed the Plan to 1,197 community stakeholders on our enews list. In our correspondence, we included a link to a SurveyMonkey survey where people could write and submit their feedback. As per WIOA Section 188 and relevant regulations, public meetings and publicly disbursed information pertaining to local plan content were made accessible to individuals with disabilities to ensure an opportunity for full and equal participation in the local planning process.

SDWP is committed to conducting ongoing analysis in engaging the community in feedback. To align this analysis with the local planning process, in PY 2015–2016, SDWP partnered with third-party consultants, Pat Libby Consulting and Probe Research, to engage our adult and youth participants, service providers, employers and other key community stakeholders to gather feedback and reflect on opportunities to best meet the needs of San Diego's workforce. The results of this evaluation process is detailed in the reports below:

- [Satisfaction Survey Results](#)
- [Report on Community Conversations](#)

### *11. Conclusion*

SDWP is committed to continual feedback and partner involvement on the Local Plan. Partners who are interested in learning more, have feedback or would like to be involved in planning efforts should contact [contact@workforce.org](mailto:contact@workforce.org).