

FOOTHILL WORKFORCE DEVELOPMENT BOARD LOCAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020

The Foothill Workforce Development Board oversees a local workforce area comprised of six cities with an aggregate population of nearly 300,000 residents: Arcadia, Duarte, Monrovia, Pasadena, Sierra Madre and South Pasadena. Under a joint powers agreement developed 35 years ago, the workforce development efforts of our consortium of cities resulted in thousands of successful matches between those seeking employment and businesses scouting talent. However, equally impressive is the network of workforce, economic development, education, government and community organizations that Foothill WDB has helped develop into a system over the last three decades. This system is prepared to meet the challenge of developing the skills of workers to fulfill the needs of businesses within key industry sectors of our local workforce area and of the greater Los Angeles region.

Foothill WDB is proud to be a local leader in developing effective partnerships and our Local Plan speaks to that strength. At the same time, we acknowledge that we are part of a larger regional workforce development system that spans the entire Los Angeles Basin Regional Planning Unit (RPU). Foothill WDB's Local Plan supports both the Regional and State Plans and puts forth strategies to implement key features of those Plans at the local level. Throughout this Plan, the Foothill Workforce Development Board is generally referred to as Foothill WDB, which includes both the organization and the board itself. Alternately, the organization is referred to, on occasion, as the Foothill Employment and Training Connection (FETC) or simply as "Foothill."

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| A. Vision, Goals, Strategy and Resource Alignment |
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Foothill WDB's mission is the following: *To provide an employment and training system that is responsive to the needs of employers and job seekers.* The information that follows describes our plans for putting this mission into action.

I. Foothill WDB' Vision, Goals and Strategies

The Los Angeles Basin RPU's Regional Plan provides an analysis of key economic conditions, in-demand sectors and the workforce. Factors examined within this analysis include industry competitiveness, employment by industry, employment forecasts, target sectors for workforce development, skill requirements, workforce characteristics (including education and skill levels) and workforce development activities in the region. Foothill WDB's Local Plan uses this analysis as the context for describing our vision and goals.

Strategic Vision to Support Regional Economic Growth and Economic Self-Sufficiency

The economic and background analysis within the Los Angeles Basin RPU's Regional Plan provides a detailed description of business and the workforce in the region. Key points are:

- Following the recession, there has been growth in various industries and there is a demand for workers.

- In terms of opportunities (for good wages, benefits and career mobility), some industries are more promising than others. These industries have been adopted as the region’s priority sectors. Several are aligned with the sectors on which Foothill WDB has focused on.
- For businesses to compete regionally, nationally and globally, they need a skilled workforce.
- Many workers lack skills needed for jobs in demand industries. Businesses require that workers have foundational skills, core competency skills, work readiness/work maturity skills and hard skills – those required to do a specific job.

Foothill WDB operates under the following vision statement:

To be a workforce development leader and a premier workforce development organization providing quality programs and services that address the demands of the local labor market, build a sustainable economy and enhance the quality of life of local residents in the San Gabriel Valley and within Los Angeles County.

This statement provides a solid foundation for addressing the economic and workforce challenges of the region and for leveraging opportunities. Key elements of our approach to supporting regional economic growth and economic self-sufficiency are:

- Be demand-driven, focusing on skill requirements defined by industry and implementation of programs and services to develop those skills.
- Think regionally and act locally, using labor market intelligence and industry input obtained regionally to guide development of services and strategies within the Foothill workforce development area
- Increase access to services for all job seekers, by identifying resources to remove barriers and deploying those resources equitably throughout local communities
- Invest in skills development, using regional sector pathway programs as the principal mechanism for imparting skills to job seekers and incumbent workers.

Goals and Strategies for Preparing an Educated and Skilled Workforce

The Regional Plan cites a number of ways the workforce system, including training providers and the career centers, can improve overall effectiveness:

- Ensure candidates are ready for work, bringing the hard skills, soft skills and foundational skills required for jobs.
- Be responsive not only to the hiring needs of business, but their overall skills needs and prepare candidates for jobs.
- Shorten the turn-around time from when business “sounds the alarm” to the start date of training in new and updated courses.
- Develop consistency of content from one training institution to another to promote confidence that credentials resulting from training reflect skills needed by business
- Develop more on-ramps for individuals with barriers to employment to enter training that enables subsequent transition to career pathway programs eventually leading to middle-skill and other self-sustainability employment.

In consideration of the foregoing objectives, Foothill WDB’s approach to preparing the local workforce will embrace the training focus of the Regional Plan, which aims to develop skills in four areas:

Foundational skills: Basic literacy and numeracy skills are required in virtually every type of work. Education partners equate the typical minimum requirements of businesses for language and math skills at the 8th grade proficiency level.

Core competency skills: Based on business and workforce stakeholder input, these include digital literacy and customer service skills.

Soft skills (work readiness and work maturity skills): Punctuality, team work, customer responsiveness, critical thinking, and accepting supervision are among a long list of workplace behaviors, attitudes and knowledge that businesses require.

Job skills (hard skills): The concentration for occupational skills training will be jobs within the region's priority industries, which will be embedded into regional sector pathway programs.

Specific goals for ensuring the foregoing strategies are fully implemented by Foothill WDB and are outlined in Section T of this Plan.

II. Collaboration and Resource Alignment

As described throughout this Local Plan, Foothill WDB is not the workforce system for the local area. Rather, it leads the workforce system, which is comprised of the organizations that manage and operate core programs, along with a host of other agencies in education, economic development, workforce services and community support. Together, the partners have the resources and capability to meet the needs of businesses and job seekers. The narrative that follows describes this capacity and how the system's goals will be met.

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| B. Local Alignment with State Plan Strategies |
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The array of workforce services provided by Foothill WDB, other core program providers and the stakeholders who comprise our local workforce system reflects the goals and vision of the State Plan. In addition, we have implemented strategies that address State Plan policies concerning local workforce programs.

I. Local Workforce Development System and Programs

Services for adults, dislocated workers and youth, along with information on available training and support service are summarized below.

WIOA Adult and Dislocated Worker Programs and the AJCCs

Through our comprehensive one-stop in Pasadena and affiliated site in Monrovia, the Foothill WDB and the one-stop partners, deliver and provide access to a broad range of services, including:

Basic Career Services: Replacing WIA's core services, these services are largely informational and are available to the general public. They can inform career exploration and job search decisions and serve as a gateway to enrollment into more in-depth WIOA services or into partner programs, services and activities.

Individualized Career Services: Assessment, service planning, case management, and intensive guidance and support are all characteristics of this level of services. Job seekers are enrolled in WIOA and typically

participate in staff-assisted and facilitated employment preparation services, including pre-vocational and basic skills training, to ready themselves for employment. Foothill WDB is the direct provider of career services for the WIOA Adult and Dislocated Worker Programs and has submitted a request to the state to continue in this capacity.

Training Services: For those job seekers with skills gaps, training in a classroom or work-based setting is used to impart the specific knowledge and skills required to do a job or groups of jobs.

Section D of this Local Plan provides details about our AJCC system and additional information about services for adult job seekers is interspersed throughout the Plan. Further detail on WIOA Adult and Dislocated Worker Programs is also provided under item E.II, below.

WIOA Youth Programs

As described in more detail under Item E-IV, below, Foothill WDB directly operates and delivers WIOA Youth services. In 2016, the board took action to direct that 100% of WIOA Youth program funds be utilized for out of school youth, as this population experiences the highest unemployment rate in the area and has access to limited resources. The program is operated from the AJCCs and includes all 14 WIOA Youth Program elements. To provide disconnected and other at-risk youth and young adults the skills and experience they need to enter career paths that will lead to self-sufficiency and the opportunity to eventually earn a middle class income, the program focuses on the following services: basic skills remediation; occupational skills training; entrepreneurial skills training; pre-apprenticeship and/or apprenticeship training and work experience.

Education and Training Providers

Basic skills training, English-as-a-second language, and GED preparation skills are primarily provided by two local education partners: Pasadena City College and the Monrovia Community Adult School. Foothill WDB makes available a wide range of occupational training programs to participants. Training falls, broadly, into two categories: classroom training (at community colleges, adult education programs or with private postsecondary institutions) and work-based learning, which includes OJT, apprenticeships and work experience. For the purposes of purchasing classroom training, we rely solely on the use of Individual Training Accounts (ITAs) and do not presently use contract or cohort training. More information about local education and training programs is provided under Item E-V and Section I.

Support Systems and Services

Most participants will need some sort of assistance to enable their participation in and successful completion of services to prepare for employment. Transportation, childcare, and work-related clothing and supplies are among the most frequently needed services. To supplement scarce WIOA resources, Foothill WDB takes advantage of community resources to support job seekers. Additional information on support services is provided under Item E-VI, below.

II. Local Board Support for State Policies and Collaboration with Core Programs and Other Workforce Development Programs

Current board operations demonstrate that Foothill WDB's AJCC services, sector strategies, training priorities and program management fit well within the structure of State policies. Similarly, existing

relationships with core program partners and other stakeholders are very much aligned with the State Plan's policy direction for local workforce systems.

Support of State Plan Policies

Examples of the various ways in which current and planned services and approaches support the seven State Plan policies strategies include the following.

Sector Strategies: Over the last several years, Foothill WDB has become increasingly focused on identifying those sectors within the local area and surrounding communities that hold the greatest promise for sustained economic growth and job creation. Recently, Foothill management was active in the regional process that resulted in the selection of six priority sectors for the Los Angeles Basin RPU. In addition to conducting labor market research and analysis, the development and implementation of sector strategies by the Foothill WDB has involved intensive engagement with local businesses to identify specific workforce needs and collaboration with local stakeholders on how to address those needs. At the board level, we have been successful in opening up the Business Services Committee to individuals, who, while not official board members, represent target sectors and are willing to provide input into workforce services needed by their companies. In addition, the Foothill WDB has been instrumental in the creation of a multi-city chamber of commerce and economic development focus group to facilitate peer interaction and to gather input on common workforce development goals for various sectors. Through our intensive sector engagement process, we been successful in a working with business partners in establishing a vetting process for eligible training providers to ensure training is focused on with high-demand jobs. Foothill WDBs sectors strategies are becoming more and more concentrated on development of career pathway approaches and programs, both locally and regionally.

Career Pathways: To meet current and long-term needs of business, Foothill WDB will continue to expand programs to establish career pathways as a means of developing the skills necessary to prepare local workers for careers in targeted sectors. Career pathways require the development of multi-step career ladders that begin with fundamental, job-entry skills and conclude with advanced technical skills. Our work in the development of career pathways includes not just local planning and program development, but collaboration with regional partners to develop programs and strategies for industries that are prevalent throughout all of Los Angeles and in neighboring planning areas. Among the sectors on which pathway development is targeted are healthcare, information and communications technology and construction. Current regional and local pathway development in which we are engaged includes:

- Collaboration with education partners and businesses on evaluating current industry-based curriculum to determine its relevance to the present needs of industry and where updates and adjustments need to be made.
- Participation with local workforce boards, the community colleges and industry leaders on various regional projects designed around target industries and occupations, such as the Los Angeles County Slingshot Initiative to address the development of a career pathway in care coordination within the healthcare industry.
- Work with education and labor partners on development on new joint apprenticeship training programs. While apprenticeships have traditionally been used to develop the workforce in the skilled trades, such as construction and manufacturing, Foothill WDB will work with partners to identify apprenticeship opportunities for technology and healthcare.

Organizing Regionally: As the Los Angeles Basin Regional Plan makes clear, while the region poses challenges for collaboration due to its size and diversity, regional collaboration among local workforce

boards is common, as are partnerships with business, education (including more than 20 community colleges, 13 AEBG consortia and countless other institutions), economic development, labor and other stakeholders, such as public agencies and community-based organizations. Since the implementation of WIOA, a couple of factors have been driving the development of partnerships that promote regional collaboration. One is the development of new MOUs with core program partners. Because EDD and the Department of Rehabilitation (DoR) operate statewide, partnerships with these agencies facilitate easy access to colleagues in other sub-regions of the RPU to support, for instance, collaboration in recruiting for businesses with branches in multiple locations. The development of regional sector pathway programs is also a driving force in building and sustaining regional partnerships. The healthcare career pathway program that has been developed under the Slingshot initiative is a clear example of how local boards, including Foothill WDB, are working regional with other workforce boards, industry leaders and educators.

Earn and Learn: Many work-based learning programs have been dubbed “earn and learn,” as they use models that combine learning opportunities with compensation. The success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor-management apprenticeship and pre- apprenticeship programs.

In addition to using on-the-job training (OJT) as a tool to develop training for many clients with local employers, Foothill WDB has established several partnerships with organized labor, labor-management apprenticeship and pre-apprenticeship programs. Examples include:

- The Flintridge Pre-Apprenticeship Program prepares previously incarcerated and gang-affiliated community members for careers in the construction trades. The main components include case management services and a nationally union-approved course (MC3).
- Partnerships with IBEW Electrical Training Institute, Southwest Carpenters Training Fund, Teamsters Local Union No. 396, UAW Local 509 provide ties to apprenticeship for the fields that they represent.

Another successful example of the “earn and learn” strategy that Foothill WDB has implemented is work experience programs designed to help program participants to gain valuable skills and experience needed to enter a competitive job market. Our Youth Self-Sufficiency Program is designed to help young adults reach the point where they can financially provide for themselves without any government assistance. Participants in this program may work for as long as their individual circumstances and the funding availability allows.

Supportive Services: Foothill WDB has adopted policies, implemented procedures and developed relationships with community organizations to ensure that individuals participating in FETC AJCC programs (including both short-term services, such as workshops and job search, and longer programs, such as one or more classes) acquire marketable skills. Foothill WDB is committed to ensuring that job seekers participating in our programs have the support they need to participate in planned services and achieve successful outcomes. AJCC staff essentially looks to two principal sources for support: 1) the WIOA program, which, in accordance with board-approved policy, pays for specific items within pre-defined ranges. WIOA-funded support services focus on those items necessary for an individual to attend training, conduct job search and begin employment; and 2) support for personal sustainability, which is generally secured throughout community resources, which make services available at low or no cost using funding from non-WIOA resources. Combined, these two sources of funding for participant support provide significant resources to enable clients to participate in services that will lead to employment.

WIOA-funded support typically pays for transportation (personal or public); tools and supplies that are training or employment-related; required uniforms and work-related clothing; credentials/licenses, certification and testing required for employment; and immunizations, which are a requirement for employment.

Other support needs of customers include emergency, temporary and transitional housing; medical and mental health services; tattoo removal; child and dependent care; legal services; and various types of personal and family counseling. As indicated, these services are generally provided by community organizations with which Foothill WDB has developed referral relationships.

Additional information on Foothill WDB's approach to providing support services to program participants is described under item E-VI, below.

Building Cross System Data Capacity: Ideally, this policy objective is best dealt with at the state and regional levels, as it is reliant on choices and resource commitments by key decision makers at State and County agencies. However, Foothill WDB is prepared to support the State's objectives regarding cross system data sharing. FWDB currently uses CalJOBS as its data collection system.

Integrating Services and Braiding Resources: From our co-location with EDD within the comprehensive AJCC to securing and implementing special projects with state and federal grant funds, Foothill WDB has worked diligently to minimize the effects of diminishing public resources by leveraging funding across diverse sources. Under WIOA, the board and staff are working with core program, the other one-stop partners, our member cities and a wide range of community stakeholders to identify new ways in which to leverage one another's funding to achieve efficiencies and economies of scale. True integration of resources at the local level will be possible when, at the state and regional levels, decisions are made to use funding without regard to which program gets credit for services and outcomes. In the meantime, Foothill WDB is working to finalize MOUs with system partners that capture opportunities to share resources within our AJCCs and across the Foothill WDB's service area and throughout the L.A. region.

Collaboration with Core Program Providers and Other Workforce Stakeholders

Foothill WDB's collaborations with the core program partners and many other stakeholders are evident in the operation of our AJCCs, the content of career pathway programs, the services available to job seekers with disabilities and virtually every aspect of our service delivery system. As Foothill WDB continues to work with local and regional partners in developing demand-driven responses to the needs of industry and the workforce, we will look for every opportunity to coordinate with federal, state, county, municipal and community-based programs. Several of the goals enumerated at the conclusion of this plan are centered on opportunities to strengthen partnerships with core program and other partners.

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| C. Local Services and Service Delivery Strategies |
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The following information summarizes key local service strategies and approaches. These approaches generally correspond to those emphasized within both the State Workforce Plan and the Los Angeles Basin Regional Plan.

I. Collaboration to Expand Access to Services

Foothill WDB has a long history of working effectively with all core program providers: EDD, DoR and local education agencies, particularly Pasadena City College and the adult education programs of the Monrovia Unified School District. A primary goal of each of the core program partners is to provide access to and support for at-risk populations to ensure that they have opportunities to prepare for jobs that pay good wages and offer the potential for upward mobility. This includes individuals with disabilities, immigrants, English language learners, formerly incarcerated individuals and other with barriers to employment.

For the partners, the question of access to employment is not only about assisting job seekers in finding employment, but is also about helping them to prepare for a good job. Each of the core partners plays a critical role in this process. For Foothill WDB, EDD and DoR, much of this effort centers on providing excellent information about demand sectors and careers in these fields, offering resources for career exploration, securing support to enable customers to prepare for work, and in identifying job opportunities for customers. The role of community colleges and adults schools is to provide training and to certify skill acquisition for some participants. Other job seekers may develop skills through worked-based learning programs such as OJT, customized training, and apprenticeships. The partners also work to increase system accessibility by making service locations convenient and using technology to “transport” information to community-based locations and directly to customers.

Individual with barriers to employment may face any number of obstacles and the partners are prepared to address each of them. Within the Foothill workforce development area, the most common barriers that job seekers must overcome are: a lack of foundational skills, including low literacy and numeracy skills or a lack of English fluency; and insufficient support to be able to prepare for and transition to employment. MOUs recently developed among the partners describe ways in which barriers will be addressed. For example, if a customer has a disability that can be met through technology or another reasonable accommodation, a referral to DoR will be made. For job seekers needing basic skills training to pass an exam required for employment, an education provider will enroll the individual in appropriate training. Coordination between Wagner-Peyser and other EDD-managed programs and WIOA is virtually seamless under our integrated service delivery model.

The common thread among the partners’ various approaches to expanding access to employment, training, education and support services is a process whereby: 1) a need is identified; 2) a corresponding service is identified; 3) referral is made without delay; and 4) follow-up is made to ensure the referral results in action. The Integrated Service Delivery Model that Foothill long ago adopted enhances our ability to execute this approach.

II. Facilitating Career Pathways

As described in Section B of this plan, Foothill WDB is involved in developing and promoting career pathways at both the local and regional levels. Following is a summary of how we work with core programs and others within our local system on career pathways, along with our expectations for future regional planning efforts around pathway development.

Local Efforts on Career Pathways

Foothill WDB management and staff currently participate in the following career pathways advisory boards: Pasadena USD Career Pathways Program; Flintridge Pre-Apprenticeship Construction Program; Pasadena City College Workforce Education and Economic Development; Citrus College Automobile Technology; Pasadena City College Automobile Technology; and Citrus College Allied Health Careers Initiative, among others. In this advisory role, we not only provide input from the perspective of the workforce development delivery system, we share insights from industry that we have obtained through our on-going business engagement process. In terms of promoting career pathways, Foothill WDB makes extensive LMI available, along with an array of career exploration resources and activities, to ensure job seekers have ample information on which to base career decisions and pursuit of training. Job seekers participating in career pathway training or activities may be co-enrolled in one or more core programs. For instance, virtually all

would be co-enrolled into WIOA and Wagner-Peyser activities. Co-enrollment into other programs would be based on individual needs.

Developing Regional Sector Pathways

The Los Angeles Regional Workforce Plan established a number of goals that will accelerate the development of regional sector pathway programs. This will be driven by efforts to centralize industry engagement for key sectors in order to obtain information about skill requirements, gaps in training content, concurrence with credentials and more. With regional sector engagement, the local workforce boards, community colleges, our adult education partners and others will be able to work from the same “play book” with regard to developing course content and supporting strategies to move workers into and along career pathways in the region’s target sectors. It is likely that responsibilities will be apportioned among stakeholders to lead various efforts, such as SELACO WDB and South Bay WIB have done for career pathway development under the SlingShot grant. Foothill WDB is prepared to support development of regional pathway programs in whatever role best meets the needs of the system

III. Improve Access to Activities leading to Recognized Post-Secondary Credentials

Each year, many of the job seekers served by Foothill WDB’s AJCC system attend WIOA-approved post-secondary training offered by community colleges, adult schools and private training institutions listed on the local I-TRAIN or statewide ETPL. Virtually all of these courses provide a certificate at completion. In a few cases, our customers earn a degree while enrolled in WIOA. These individuals are almost always those who have work toward the degree underway when they first enrolled in our system. Some participants, as the result of training, sit for tests to earn a state license or industry-recognized certification, such as Microsoft Certified Solutions Expert (MCSE), which is common in the IT realm. Some certificates and credentials are “stackable,” like those from Microsoft, as they build upon one another. Many others are not, and may simply be “compatible.”

The Plan for the Los Angeles Basin describes results of the regional planning process around the issue of credentials. It was determined that credentials are not only recognized and valued, but are essential for some jobs. The Plan cites examples where licenses (e.g. Truck Driver, Barber), credentials (e.g. Teacher) and degrees (e.g. Registered Nurse) are required. The planning process also revealed that for other jobs credentials are optional. Some credentials, while not “legally required” are clearly valued, such as those a business or an industry association develops, promotes and markets. Certificates, in some cases, are not universally valued due to inconsistency in performance among workers who hold them. Ultimately, the Regional Plan recommends that the WDBs implement a structured process for engagement with business on credentialing to examine both existing credentials and their value and other credentials that would be desirable for a given industry.

Foothill WDB’s experience with credentials is similar to what is expressed in the Regional Plan. Some credentials are mandatory and others are optional. In addition, for most occupations, credentials (such as certificates earned at a community college) are not universally recognized. Foothill WDB is committed to assisting job seekers in attaining the credentials that they need to secure and move up in their chosen fields. We also understand and are fully supportive of the State Plan goal to produce a million more industry-valued credentials over the next decade. In order to ensure that our efforts produce credentials that fully resonate with the business community, Foothill WDB is prepared to assist in regional efforts to

convene businesses in intensive discussions about credentials. We will also make certain that the sector pathway programs we develop include business input on the credentials that should result from training.

IV. Facilitating Employer Engagement

Foothill WDB had developed robust and effective strategies to involve businesses in the local workforce development system. Key components of our approach include promoting business engagement and business outreach, which are summarized below.

Business Engagement

In 2014, Foothill began working with Business U to improve our business services processes. The company has successfully consulted with and trained our team, which now understands the need to “engage business” versus telling/selling business on why they need to work with workforce development. A particularly effective element of Business U’s approach deals with addressing brand challenges among multiple partners, where it stresses the use of three key elements that will help organizations collaborate around a brand.

Portfolio: To build a business engagement portfolio, the partners start by developing a regional asset map, focusing on services for the business customer.

Process: The regional partners unify and develop process maps to avoid duplication of efforts to expand market reach.

Package: Once a regional portfolio of services is developed addressing multiple “verticals” (e.g., workforce, education, economic development, and chambers), the partners package the entire asset map in a single portal, which can be made industry- specific. The goal is to make it easy for businesses to find the workforce system and locate the services they need, resulting in repeat business along with an increase in referrals from satisfied customers and partners.

Foothill WDB and our network of partners have fully embraced Business U’s approach and have found that it has led to extremely productive relationships with businesses. One result of our work with Business U is the development of a business services micro site that is accessible from our main website. The menu for the micro site includes Investing in Productivity; Increase Business Productivity; Train Employees; Innovative HR Strategies; Take a Needs Assessment; and Additional Services.

Business Outreach

The Business Services Committee of the board is dedicated to coordinating, improving and championing business services. Members include business professionals representing leading industries, small business, and businesses in priority and emerging sectors that have significant potential to contribute to job growth. In 2015, the committee developed an “Ambassadors” program, designed to prepare board members to make presentations to businesses as a peer-to-peer strategy. A multi-media tool kit was designed to support Foothill WDB members and staff in tailoring and delivering presentations and key message points to various target audiences. Thus far, the program has been a resounding success in attracting the interest of all types and sizes of businesses to use WDB services.

V. Meeting Business Needs

Foothill WDB's primary objective is meeting the hiring and training needs of businesses. We do this in partnership with the core program providers and other one-stop and community partners. Among the principal ways that this is accomplished are:

Hiring and Recruitment: Foothill's workforce system supports the hiring and recruitment of more than 1,000 people per year. Every month, the centers hold, on average, 3 hiring events for local companies, including those that are just opening and others that are looking to add to their existing workforce. Examples of services to support hiring include posting of job announcements; broadcasting available jobs to candidates; and on-site recruitment and organizing multiple resources and job fairs.

Ensuring Job Candidates Are Prepared for Work: Businesses want workers with foundational skills (literacy and numeracy), core competencies (such as digital literacy and customer service skills), "soft skills" (including job readiness and work maturity skills) and "hard skills" (job-specific skills for work-related functions). The workforce system provides services to job seekers that prepare them in each of these crucial areas.

Training for the Existing Workforce: Foothill WDB is beginning to implement strategies for incumbent worker training, many of which are tied to career pathway programs being developed in cooperation with businesses and colleges. EDD's goal is to develop an IWT module that will be streamlined. EDD is working with DOL and the CalJOBS vendor on this initiative. Foothill WDB is actively involved in this discussion and project. This will provide more visibility and accessibility to OJT, Work Experience apprenticeships and customized training.

Referrals to a Network of Partners: When Foothill WDB identifies non-workforce issues for which our business customers are seeking support; team members make referrals and warm hand offs to pertinent partners such as municipal government, the SBDC, and LAEDC.

Foothill WDB's menu of business services includes, but is not limited to, the following:

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| Access Job-Ready Candidates |
| Screening and Interviewing Assistance |
| View Candidate Resumes Online |
| Access Workforce Training |
| Utilizing Work Experience |
| Layoff Assistance/Rapid Re-Employment |
| Labor Market Research <ul style="list-style-type: none"> California EDD Labor Market Information San Gabriel Valley Economic Partnership LA County Economic Development Corporation Economic Development, Community Development Commission of Los Angeles U.S. Commercial Services/International Trade Small Business Administration |
| Business Seminars <ul style="list-style-type: none"> Networking Developing a Business Plan The Art of Small Business Survival |
| Marketing to Public Agencies |
| Online Resources <ul style="list-style-type: none"> SBA SCORE myownbusiness.com Dunn and Brad Street EconVue |

Community Partners

- Links to Municipal Services for Businesses
- Link to Local Chamber of Commerce

VI. Coordinating Workforce Development Programs and Economic Development

As a workforce area representing a consortium of cities, strong relationships with city administrative personnel, including those working in economic development have been developed over the years. The same is true for local chambers of commerce. Foothill WDB is not only a member of the six local chambers, our representatives actively participate in chamber-led initiatives and events. There are three chamber represented on the Board and two economic development agencies. These relationships with these organizations continue to provide Foothill WDB with intelligence and insight on local businesses. City staff is among the first to know when businesses are contemplating moving to or expanding within a community. Businesses also tend to make contacts with chambers regarding marketing and access to local resources. Foothill WDB regularly benefits from connections our economic development partners make on our behalf to businesses looking for assistance with recruitment, hiring and training. Examples of the many ways in which Foothill WDB coordinates workforce programs with economic development include:

- Joint development of a comprehensive business attraction, expansion, development and retention programs
- Creation and maintenance of a partnership council to plan and implement economic development strategies in the local and regional labor market
- Promotion and use of First Source Hiring Agreements, Project Labor Agreements and Community Benefit Agreements related to development projects
- Joint provision of business services: targeted workshops, webinars, technical assistance-coaching sessions, access to capital and loan information, fidelity bonding assistance, permit information and assistance, and entrepreneurship training.
- Co-sponsorship of events (i.e., job fairs, targeted recruitments, employer forums, focus groups, workshops and business roundtables)

Information on Foothill WDB's regional economic development relationships is provided under item E-I, below.

VII. Linkage between One-Stop Services and the Unemployment Insurance (UI) Program

Coordination between Foothill WDB's WIOA-administered one-stop system and EDD's programs are made easier by virtue of co-location with the same facility. Foothill WDB has been located in a fully staffed EDD building and operation since 1998. As customers arrive at the center, they are greeted by staff responsible for identifying the purpose of the visit. Those receiving UI are often identified at this time or may first connect to the center due to a reemployment workshop for displaced workers or participation in TAA. In any case, the collaboration with EDD makes it much easier to reach individuals receiving unemployment insurance and to provide them WIOA and other system services that will hasten their reemployment.

D. Local America's Job Centers of California (AJCC) System

Foothill WDB oversees a one-stop system comprised of two AJCCs: Pasadena and Monrovia. The Foothill Employment and Training Connection Center in Pasadena is the flagship center, functioning as the comprehensive AJCC for the system. The Center is located within an EDD-owned facility, thereby

facilitating easy and full collaboration with all EDD-operated employment services programs. The affiliate location is housed within the Monrovia Community Adult School/ROP. The third “physical” site is the WDB’s Mobile Training Unit, which is described in greater detail below. All sites are enhanced by technology and the information that system partners provide to customers. A variety of partners are co-located at various one-stop sites, while all are connected electronically. Together, the centers function as a system.

I. Ensuring Continuous Improvement

Foothill WDB is committed to continuous quality improvement and believes in its value to our programs and our local workforce system as a whole. More than a decade ago, the organization applied for and received a Prospector Award for organizational excellence from the California Council for Excellence (CCE) under the California Awards for Performance Excellence (CAPE). The purpose of the CCE is to help California’s private and public sector organizations achieve world-class results through the principles and criteria of the Malcolm Baldrige National Quality Award (Baldrige) for Performance Excellence. The criteria is developed and issued by the Baldrige Performance Excellence Program which operates under the National Institute of Standards and Technology. The Baldrige Criteria is internationally recognized as the hallmark for performance excellence and is used in over 40 countries.

The CAPE award for excellence is an external validation of the Foothill WDB’s achievement of performance excellence and the feedback report is a guide for continuous improvement. The CAPE program recognizes companies and organizations that demonstrate continuous improvement and superior performance in several key business areas including leadership; customer focus; strategic planning; measurement, analysis, and knowledge management; human resources; operations focus; and business results. To receive the award, Foothill WDB participated in a year-long evaluation process.

Foothill WDB adopted the CAPE award process as our AJCC/one-stop center certification process, in much the same manner as many other boards in California. By adopting the CAPE process, the WDB has committed to using the Baldrige criteria as our framework for continuous improvement and performance excellence. Every 2 years, the leadership team at the AJCCs, prepares an application for one-stop certification. The application serves to communicate how the centers have embedded and are using quality principles to improve the quality and outcomes of the centers. Central to the process is using customer feedback on the system, which is obtained through surveys and comments. To deepen the use and effects of our CQI system throughout local workforce programs, Foothill WDB will lead an effort to develop and/or secure training on quality improvement that can be shared with our network of partners.

II. Facilitating Access to the AJCC System

The cities represented by the Foothill Workforce Development Board occupy a fairly compact area within the Northwest San Gabriel Valley region of Los Angeles County. Between the two “brick and mortar” AJCC locations, residents of the local workforce area are within reasonable commuting distance to services. However, the area is densely populated and serves culturally and economically diverse communities. Therefore, the WDB has supplemented the physical one-stops with mobile and technology resources to ensure that services reach as many customers as possible and meet a wide range of needs.

Mobile Training Unit

The Foothill Workforce Development Board Mobile Technology Unit (MTU) is a 37-foot modified RV, which has been converted into a mobile training and employment center. The purpose of the MTU is to provide

employment and training services and other community resources/support services on a mobile basis to adults and dislocated workers. The unit's interior has 10 computer workstations, featuring community resource information, self-directed job search software, web-based learning, occupational skills testing, computer software learning and tutorial programs. It is equipped with a satellite for Internet connection. Some of the ways in which it is used are:

Rapid Response Assistance: The mobile unit can be stationed on or near the layoff site to enable workers to use breaks and time before and after work to register for CalJOBS, conduct career exploration and search for a new job.

Community Access: For residents of some communities, including those with the highest unemployment, relying on public transportation can be an obstacle to services. The MTU is regularly deployed to serve these areas.

Business Services: The MTU is also a mobile "recruitment office," and is used to support recruitment and hiring for new businesses, for job fairs, and for employer interviews and other job recruitment activities. In the near future, employers will be able to use the vehicle to provide skills testing and upgrade training for existing staffing.

Increasing Services and Access through Technology

Foothill WDB has implemented a wide variety of technology resources, including many which can be accessed online, to make services easily available and effective for job seekers. Examples of the resources include:

Website Update: The WDB's website (www.fwdbworks.org) has been updated to reflect changes in the law, services, and partners. A new e-newsletter has been added with primary focus on employers and success stories.

Microsites: In 2015, the WDB invested in the creation of 3 microsites: individual web pages within an existing website. The main distinction of a microsite versus its parent site is its purpose. We created microsites for the following specific audiences: veterans, youth and businesses.

WIN Career Readiness Courseware: This computer-based system provides rigorous, contextualized content designed to increase learners' readiness for career and technical education, apprenticeships, college placement tests, industry certifications and state/national career readiness certifications, such as the National Career Readiness Certificate and the National Work Readiness Credential.

InterviewStream: The system assists job seekers in preparing for job interviews by creating a no-pressure environment to practice and develop their skills via the computer. As pioneers in video interviewing, InterviewStream has perfected the technology of video interviewing for both job seekers and employers. Our experience shows that participants can get interviews, but often fail to land the job. InterviewStream offers more than 1,000 questions that can be customized based upon the interview position. Since InterviewStream is a web-based application, job seekers can participate in mock interviews and review their results without visiting the AJCC.

Prove It: A computerized vocational and behavioral computerized assessment tool, Prove It is utilized by employers to select the most talented candidates and employees. With over 1,500 validated assessment tests and superior technology, Prove IT has added another dimension to the WDB's ability to assess a participant's skills before or after training. Prove It offers assessments in a variety of different fields and skill sets. Assessments can range from basic to advanced levels and include topics in accounting, work place behavior, customer service, financial, healthcare industrial, legal, software and technical environments.

Dun and Bradstreet Data and Econovue Data Integration Platform: This platform provides access to timely regional/local business information. Data is refreshed on a quarterly basis and accessible through the Econovue user platform.

Facebook/Twitter: Foothill WDB has active Twitter and Facebook Accounts. The social media tools are primarily used for: event advertising; targeted recruitment; sharing success stories; partner events; outreach; vocational training notices; board information; RFP requests; pictures; awards; and youth activities.

SARA: An automated client contact management software based on a mobile platform.

III. Accessibility for Persons with Disabilities

The Foothill WDB complies with WIOA Section 188 and all applicable provisions of the Americans with Disabilities Act of 1990. On a biannual basis, WDB staff completes EDD's Electronic Compliance Monitoring Checklist, which is divided into two sections—the Compliance Monitoring Checklist and the Physical and Program Access Self-Assessment. These documents are completed by the Equal Opportunity Officer. This process covers these following features of AJCC accessibility for individuals with disabilities:

Facilities

AJCCs must meet compliance guidelines with respect to the physical accessibility of facilities: route of travel; ramps; parking and drop off areas; building entrances; doors; aisles and pathways; signage for programs and services; tables and counters; usability of toilets; and wheelchair accessibility. Our AJCC has been designed and built out to meet these guidelines.

Programs and Services

The same review process checks to ensure that services are provided in various formats that allow individuals with disabilities and other with barriers to employment the opportunity to participate in and enjoy the benefits of WIOA programs and activities. We achieve these requirements by:

- Assigning staff that are bilingual and can provide services to English language learners
- Promoting, by way of policy and procedures, participants access to all our services
- Providing Interpreters for hearing impaired individuals
- Monitoring sub-recipients to ensure that their services are accessible to persons with disabilities
- The Department of Rehabilitation has staff co-located at the AJCC and provides additional services and programs targeted to individuals with disabilities
- Co-located Volunteers of America staff
- Villa Esperanza Partnership
- Hathaway Sycamore Foster Youth Partnership

Technology

Among the technology resources available at the AJCCs to increase accessibility for persons with disabilities are:

- Devices for individuals with hearing impairments (TDD)

- The UbiDuo communication device enables real time face to face communication between deaf or hard of hearing people.
- Screen magnifiers and on-screen narration software for visually impaired clients
- For the hearing impaired job seekers, headphones that can be plugged into a computer and amplified telephone

Additional Materials for Individuals with Disabilities

Some of the materials used at our centers and that inform potential customers about Foothill WDB services are designed for individuals with disabilities. It is our intention to increase our materials for the disabled persons and limited English speakers. This will include, at a minimum, providing materials in other languages and braille

Staff Training

Examples of training for staff and partner representatives co-located in the AJCCs include:

- Requirements of ADA from EDD
- Disability Awareness
- The board's policy on reasonable accommodation

The EO Officer receives regular training to ensure that he/she understands the role relative to providing services to persons with disabilities

IV. Roles and Resource Contributions of the AJCC Partners

Roles and resource contributions of the AJCC partners are embedded within the language of the one-stop MOUs, as described below.

Partner Roles

Above all, partners are responsible for working to establish a framework for the coordination, alignment and integration of services within the AJCCs themselves and throughout the local workforce development delivery system. In addition, all parties agree to coordinate resources to support a seamless, effective and cost efficient system for providing workforce services for the six-city workforce development area.

MOUs executed by one-stop/AJCC partners specify that each is committed to and responsible for:

- Cross referring prospective participants as they enter the AJCC or as they connect to other access points in the system. This ensures that general information regarding AJCC programs and resources are made available to all customers
- Ensuring access to all AJCC programs and services for individuals with barriers to employment, including persons with disabilities.
- Sharing methods for making technological access user-friendly to all participants.

As outlined in their MOUs, the core partners have additional roles. For EDD, one function of Wagner-Peyser funds is to provide career and employment services including, but not limited to: assessment; job

search information and workshops; labor exchange; resume preparation; job coaching; veterans services; Experience Unlimited Job Club; LMI; information on unemployment insurance benefits; and career assessment.

The Department of Rehabilitation provides the following individualized career services and training services to eligible persons: assessment; vocational rehabilitation counseling, guidance and referral services; specialized disability-related assessments; group counseling; job search; transportation; rehabilitation technology; and job coaching.

Pasadena City College and other local education agencies utilize adult education funds for services including: GED; ESL; basic skills; programs serving immigrants; services for older adults; pre-apprenticeship programs; and programs supporting occupational skills training, including those tied to regional sector pathway programs.

Partner Contributions

Partner contributions are described in Phase II MOUs, which address methods for sustaining the unified one-stop system described in Phase I MOUs through the use of resource sharing and joint infrastructure cost funding.

Foothill WDB and the AJCC partners have agreed to share costs to operate the comprehensive center in Pasadena. Contributions will be shared for both infrastructure costs (i.e., rent, utilities, maintenance, equipment etc.) and other costs, including WIOA career services. Infrastructure costs will be proportionately shared by colocated partners based on service benefit and FTE methodologies. Other costs, including agreed upon career services (i.e., initial intake, assessment) will be shared by AJCC partners and based on factors such as receipt of benefit and or partner referral. Costs for the One-Stop delivery system will be agreed upon through an Infrastructure Funding Agreement (IFA) and budget identifying partner payment methods as cash, non-cash (in-kind) and or third party contributions. The IFA will be finalized before June 30, 2017.

V. Memoranda of Understanding

Foothill WDB has executed WIOA Phase I MOUs with all core program providers and other organizations representing the WIOA-mandated programs.

| One Stop Required Partner | Organization |
|---|--|
| Title I Adult, Dislocated Worker and Youth Programs | Career Services Division of the City of Pasadena Department of Housing and Career Services |
| Adult Education/Literacy | Pasadena City College Monrovia Community Adult School |
| Career/Technical Education | Pasadena City College |
| Wagner/Peyser, Veterans, TAA, UI | EDD |
| Vocational Rehabilitation | State Department of Rehabilitation |
| Older Americans Act Title V - SCSEP | SER - Jobs for Progress |
| Jobs Corps | Cornerstone Solutions Inc./Job Corps Services |
| Native American | Indian Center of Southern California |
| Migrant/Seasonal | N/A |
| Youth Build | Friends of the Miracle Mile/Pasadena YouthBuild |

| | |
|------------------------------|--|
| Community Action Partnership | Foothill Unity Center |
| Housing Authority | City of Pasadena Housing Department |
| Second Chance | Friends Outside in Los Angeles County |
| TANF/CalWORKS | L.A. County Department of Public Social Services |

All Phase II MOUs are in process and will be executed by June 30, 2017. MOUs are included as *Exhibit 3* of this Plan.

VI. Coordination with WIOA Section 166 Grantees

Foothill WDB has established a relationship with Southern California Indian Center (SCIC), which has been formalized through the execution of an MOU. Serving the American Indian community of Los Angeles, Orange and Riverside counties for 47 years, SCIC provides support and assistance in the areas of workforce development, education, family support, and multimedia training to American Indians, Alaska Natives and Native Hawaiian people from over 350 different tribal groups residing in its service area. SCIC's Workforce Development and Training Program is funded by WIOA Section 166 for Indian and Native Americans. The WIOA Program provides employment assistance and vocational training on an individual basis for clients who are unemployed, underemployed or economically disadvantaged. Under its workforce program, SCIC's primary goal is to assist individuals in gaining and retaining employment. Services include: career assessment; job search and job placement assistance; job and career readiness training; individual employment and service planning; resume workshops; basic and higher education assistance; and supportive services.

Foothill WDB's job seeker customers are electronically connected to SCIC. Referrals are made in accordance with the cross agency referral process outlined in the MOU between the two agencies. For clients who may benefit from services provided by both programs, co-enrollment is possible. Information is available at Foothill ETC AJCCs about the programs and services offered by SCIC and other partner programs.

VII. Coordination with WIOA Section 168 Grantees

There are no WIOA Section 168 grantees serving the local area. However, through Foothill WDB's extensive outreach programs, migrant and seasonal farmworkers and the organizations that serve them may become familiar with the AJCCs and local workforce services. Our system is accessible to all, including those with limited English proficiency, and we are able to serve any farmworker applicants seeking our services.

VIII. Facilitating Access to Regional Sector Pathway Programs

Over the last several years, our AJCCs and the entire workforce system led by the Foothill WDB have become increasingly sector-focused. As a system, the network of partners and stakeholders has turned its attention to industries for which priorities have been established, recognizing that these sectors offer the greatest promise in terms of creating employment within the region and offering pathways to the middle class. As described, several career pathways programs have been developed locally, with many of the training programs being our education partners and business. The AJCCs have been effective in making job seekers aware of such programs and the value they offer in terms of employment potential. The AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have to capacity to both

promote initiatives and to guide job seekers to the best opportunities. Veterans, disconnected youth, returning offenders, persons with disabilities, English language learners and others with barriers to employment are drawn to the AJCCs because they provide specialized services and support (e.g. the Disabilities Employment Initiative, LVER/DVOPs) and access to resources, such as clothing, transportation and childcare. Foothill WDB is prepared to review and adopt other programs developed throughout the region. As more sector pathways are developed, Foothill WDB AJCCs will promote these programs through media at the centers and on-line, during orientations and by customizing career exploration and career counseling resources for targeted industries.

| |
|--|
| E. Specific Programs, Populations, and Partners |
|--|

The following responses address approaches, strategies and priorities of the Foothill WDB with regard to specific programs, populations and partners.

I. Coordination with Regional Economic Development and Promoting Entrepreneurial Skills

In addition to the collaboration with local economic development agencies and programs that are described in Section C, Foothill WDB is involved with economic development initiatives at the regional level. These activities, along with efforts to promote entrepreneurial training and microenterprise activities, are described below.

Coordination with Regional Economic Development

As discussed in section C, Foothill WDB maintains very strong relationships with local economic development agencies. Over the last three decades, these relationships have been instrumental in our ability to make contact with businesses of all types, including new and expanding businesses, within the local workforce area. The leadership of Foothill WDB has also long seen the value of collaboration with economic development partners on a regional level. Among our regional partners are the San Gabriel Valley Economic Partnership, San Gabriel Valley Regional Chamber of Commerce, the Los Angeles Chamber of Commerce and the Los Angeles Economic Development Corporation.

Coordination with regional economic development partners will become increasingly important as Foothill WDB works with local boards to achieve the goals of the Los Angeles Basin Regional Workforce Development Plan. The Regional Plan seeks efficiencies in terms of business outreach and engagement and represents the commitment of stakeholders to developing and implementing regional sector pathways tied to priority industries.

Promoting Entrepreneurial Skills Training and Microenterprise Services

The vast majority of businesses in the local workforce development area are small businesses. Therefore, Foothill WDB has long focused on services for this segment of the business community and continues to support entrepreneurial skills training. AJCC partners regularly refer business customers and job seekers with an interest in starting a business to the Small Business Development Center (SBDC) at Pasadena City College (PCC). The center offers low-cost training and free one-on-one advising from experienced entrepreneurs and industry experts. The center helps business owners and those considering opening a

business to increase their sales, obtain loans, streamline operations, utilize new technologies, expand into new markets, and position themselves for long-term growth.

In July 2016, the FWDB received City of Pasadena Community Development Block Grant (CDBG) funding to provide entrepreneurial training for unemployed low income and moderate income persons residing in the low income areas of Northwest Pasadena. The short-term training to be provided uses content from a variety of sources and includes workshops on the following topics: Overview of the Opportunity and Challenges of Owning a Business; Developing a Business Plan; Defining the Business Concept/Product; Defining the Target Market; Documenting the Plan; Obtaining a Business Location and License; Access to Capital; Accounting and Taxes; Marketing, Salesmanship and Business Associations; Hiring Incentives 101; and Responsibilities as a Business Owner.

II. Availability of Adult and Dislocated Worker Employment and Training Activities

Foothill WDB oversees an effective array of adult and dislocated worker services that meet the requirements of WIOA. As described throughout the Local Plan, our AJCC system, which currently consists of one comprehensive center, one affiliate site and a mobile unit, serves as the portal for a wide range of services, including: basic career services; intensive career services, training services and ancillary services, such as support that enables participation in the foregoing services. Information regarding the local workforce system, the AJCCs and services for adults and dislocated workers is provided in Section B.I and throughout Sections C, D and E of this Plan. Rather than repeat these descriptions, it is more important to summarize the direction in which Foothill WDB is moving our workforce programs, services and activities. We are committed to and working diligently on becoming a more demand-driven system. Foothill WDB has invested time, funding and significant effort on the development and implementation of strategies to make local businesses, the education system, economic development agencies, and community organizations true partners in our system. We are prepared to continue to work with local and regional partners to identify the workforce needs of demand industries and to develop regional sector pathways in response to those needs. We believe that working toward the goals of this Local Plan (in unison with work toward meeting goals of the Regional and State plans) will result in a more collaboration, effective and business-responsive workforce system that benefits workers and industry alike.

III. Coordination of Rapid Response Activities

Over more than two decades, Foothill WDB has worked with local and regional partners to build an effective system to respond to the needs of workers affected by business closures and layoff resulting from significant workforce reductions. However, California's rapid response system has evolved since the implementation of WIA and WIOA now requires that states and local areas include layoff aversion as component of rapid response programs. Under this new structure, the purpose of "rapid response" is to not merely enable affected workers to return to work as quickly as possible following a layoff, but is also to work to prevent layoffs altogether. To accomplish this, Foothill WDB will expand upon our traditional rapid response system, which has been largely reactive, to a system that is, at the same time, proactive and better able to determine and respond to signs of distress indicating the possible need for layoff aversion support. Following is a description of our traditional approach to rapid response and planned enhancements to make these services better able to avert business closures, downsizing and job loss.

Response to Events of Worker Dislocation

Foothill's local rapid response team is responsible for providing early intervention assistance for all workers dislocated by layoffs and closures. Assistance is generally a collaborative effort involving representatives of many organizations, including EDD, U.S. DOL, economic development departments of local cities, community-based support agencies and local vocational training programs. Coordination of rapid response activities is customized to each event of dislocation to ensure that information and services match the needs of the affected workers. Generally, notification of layoffs triggers the following sequence of events:

- Initial contact with employer and employee representatives within forty-eight (48) hours of the receipt of a WARN or other notice of layoff/closure
- As appropriate, development of labor-management or transition committee
- Provide appropriate emergency financial and or technical assistance and work with partners, including, chief elected officials to develop a coordinated response
- Develop plans to utilize funds and resources for customized worker assistance
- At a scheduled planning meeting, discuss possible remedies to address the lay off or dislocation. The Rapid Response team will commit to services, set up orientation dates and develop a follow-up plan to communicate with the employer and dislocated employees
- Conduct employee orientation and information session regarding available services
- 121 form forwarded to the State and partners participating in orientation
- Surveys are tallied to assess the needs of the dislocated employees. Surveys will determine the number of affected workers who have expressed an interest in receiving WIOA-funded services, the kind of services they expressed an interest in, partner services and the number of affected workers who are not interested in services.
- Follow up communication is sent to the employer, summarizing services provided

Approach to Lay Off Aversion

Proactive business engagement systems, including layoff aversion, rely on good intelligence. Foothill WDB will use our positive working relationships with LAEDC, our six local chambers of commerce, our cities' community and economic development staff, and local business and trade associations to provide information about businesses that may signal the need for interventions, such as incumbent worker training, that could help to prevent layoffs or avert business closures. When signs of stress are identified, Foothill WDB will lead or participate in efforts to present businesses with resources, including not just training and workforce interventions, but assistance that partners can provide or access, such as plans to reduce utility costs, access to capital, tax credits and more.

IV. Youth Workforce Development Activities

Foothill WDB has elected to commit 100% of our WIOA youth allocation to exclusively serve older, out of school youth (OSY). While WIOA requires that no less than 70% of Youth program funds be used on OSY, it provides workforce development boards the option of increasing that percentage, based upon what they believe are the best interests of service area, taking into consideration demographics, the availability of other services and various other factors. It is a fact that the local workforce area could benefit greatly from increased resources to serve all youth. However, by definition, in-school youth (ISY) have access to resources of the public education system and OSY do not. Providing a continuum of services will enable older youth to benefit under services provided through both the WIOA Youth and Adult programs. Foothill WDB has served high numbers of out of school youth in the past and, based on our experience with this

population, determined that the OSY population is in greater need of WIOA and partner services than the ISY population.

The WIOA OSY population includes youth and young adults ages 16 to 24. Foothill WDB has established programs and services that attract youth within this age range. In addition, we have received several competitive grants for this population, enhancing our experience and capabilities in meeting their needs. We often service at-risk OSY with multiple barriers to employment over a two year period, as it is difficult to meet their full range of training and support needs in the span of only one program year.

As indicated, Foothill WDB's overall approach to serving OSY has been develop over many years, during which we crafted unique strategies with funding provided under competitive grants. One of only six recipients, in 2004, Foothill WDB received a DOL grant to serve transitioning foster youth. The grant braided federal WIOA, State Wagner-Peyser and Los Angeles County general funds. After three years of successful grant operations, funding from federal and County sources were exhausted. However, EDD has provided more than \$200,000 in Wagner-Peyser funds to continue service to this the target population. Foothill WDB also received two rounds of funding from EDD to serve gang- affiliated youth. The WDB continues to receive funding from the South Bay Workforce Investment Board to serve CalWORKS older youth and annual from Los Angeles County to implement a summer "Earn and Learn" program.

The OSY that Foothill WDB is targeting benefit from significant exposure to training in work readiness skills, leadership, character building, anger management and community respect. Mentoring and work experience are also essential parts of our program design. Among the 14 WIOA Youth program elements, certain services benefit youth who are the most at risk and set the foundation for a solid career pathway to education and employment. These include: work experience (at a minimum of 20% of the annual Youth program allocation); individual training vouchers; entrepreneurial skills training; and pre-apprenticeship and/or apprenticeship training. OSY 18 to 24 will be co-enrolled into the WIOA Adult program, as needs are identified, to ensure that participants receive the full range of services that they require to achieve their program and employment objectives.

V. Coordination of Workforce and Education Services

As discussed, Foothill WDB's principal education partners are Pasadena City College (PCC) and Monrovia Community Adult School (MCAS). They play a key role in the local workforce development system by providing:

- Basic Skills Training, including literacy and numeracy skills, English-as-a-Second Language training and high school diploma/GED preparation classes; and
- Vocational Training for careers in demand occupations.

While the delivery of vocational training is an activity shared by many providers on the ETPL and I-TRAIN, basic skills and English language training are provided principally by the two education agencies. Following is an overview of these services.

Monrovia Community Adult School

MCAS, which is the site of Foothill WDB's satellite AJCC, offers numerous programs. Its short-term career technical programs help students earn certifications and acquire the skills necessary to start a new career.

The MCAS academic lab can assist students in earning a high school diploma or preparing for a high school equivalency test. At the same time, MCAS staff is prepared to assist students in developing a plan to transition to postsecondary education or job training. ESL teachers are extremely experienced at assisting students in progressing rapidly in developing English proficiency.

Pasadena City College

The Adult Basic Education program at PCC also prepares students to earn a high school diploma or GED. In addition to training, the college's General Education Development offers services including test-taking strategies, computer practice testing, academic counseling, and easy access to local GED testing centers.

PCC's ESL courses helps students learn to read, write, and speak in English and be ready to find a job. Content includes conversation, advanced listening, speaking, pronunciation, reading, writing, and grammar. All classes are offered at beginning through advanced levels and are designed to increase students' opportunities for successful employment and academic achievement.

VI. Coordination of Support Services

As described in B-II, above, Foothill WDB relies on two forms of support for job seekers: 1) the WIOA program, which, pays for specific items within pre-defined ranges; and 2) support for personal sustainability, which is generally secured throughout community resources. Following is an overview of the types and availability of support services.

WIOA Support Services

Foothill WDB has established a policy for the use of WIOA Title I funds to provide supportive services for program participants. As evident from the following description, the policy seeks to utilize limited resources with extreme care and equity. Support is provided to enable participation in program activities and to support completion of planned service objectives. Only payments that are determined reasonable and necessary will be provided. WIOA funds may not be used to duplicate services or to pay for services available through other sources for which a participant may qualify. Staff must complete a needs assessment to determine a participant's supportive services requirements. Payments are based on the results of on-going assessment and documented in the participant's individual service plan. Participants do not receive support services prior to WIOA registration.

To receive supportive services, participants must be in good standing in meeting the objectives of their individual employment plans. Support services payments are not issued retroactively. Due to cost limitations and budget considerations, every effort is made to find other, program partner, community or government resources to provide the supportive service needed at no cost to WIA. In addition, the following guidelines govern the issuance of support services funds on behalf of WIOA-enrolled participants.

Supportive Services Maximum: To ensure funds are available to serve as many customers as possible, Foothill WDB has established a WIOA maximum of \$1,500 per customer for support needs. WDB staff is responsible for monitoring and tracking a participant's supportive services requests to ensure that the total of all requests does not exceed the maximum. If customers require additional assistance beyond the maximum, these may be considered on case-by-case basis. Staff also look to non-WIOA resources.

Available Supportive Services: A Supportive Services Matrix indicates the services available, documentation and limits. Payment for services are in the form of a check made payable to the provider of the service or as a reimbursement to the participant. Participants are responsible for providing detailed receipts for the purchase of services or items they wished to be reimbursed for. Reimbursements are not authorized without proper documentation or receipts. Minimal WIOA support services are available to those participants who are in the post-program/follow-up period.

| | | |
|--|---|---|
| Transportation <ul style="list-style-type: none"> • Bus/Train Passes • Gas Mileage • Auto Repairs/Tires <p>Available to Training Services Customers</p> <p>Career Services Customers may receive a maximum of \$25 on gas cards per month.</p> | <p>Calculated at \$.40 per mile. Not to exceed \$75.00 per month.</p> <p>Auto repairs/tires not to exceed \$75.00 one-time payment.</p> <p>Bus Pass is not to exceed \$75/month.</p> <p>If a participant is receiving gas cards, they are not eligible for mileage reimbursement.</p> | <ul style="list-style-type: none"> ▪ Reimbursement must be approved by Foothill WDB prior to expense. ▪ Automotive repair on a reimbursement basis only. ▪ Training provider attendance sheets will be used to document reimbursement for training participants ▪ Career Services Participants must submit a job search activity form to staff to qualify for reimbursement. ▪ A maximum of \$25.00 in gas cards per month. ▪ Gas cards are for participants in active job search only. ▪ Applicable program attendance sheets and documentation regarding mileage such as a printout from Map Quest must accompany reimbursement requests. ▪ OJT and work experience participants are not eligible for mileage reimbursement, but may receive gas cards. |
| Tools or Training Employment related Supplies Available to Career and Training Services Customers | Not to exceed \$200.00 | <ul style="list-style-type: none"> ▪ Participant must present a letter documenting need from the training provider or employer stating required equipment or supplies as a condition of training or employment. |
| Uniforms Available to Career and Training Services Customers | Not to exceed \$150.00 | <ul style="list-style-type: none"> ▪ Participant must present a letter documenting need from the training provider or employer stating required uniforms. |
| Employment Related Clothing Available to Career and Training Services Customers | Not to exceed \$100.00 | <ul style="list-style-type: none"> ▪ Participant must provide letter requesting clothing as well as document economic need. |
| Credentials/Licenses, Certifications and Testing Available to Career and Training Services Customers | Not to exceed \$500.00 | <ul style="list-style-type: none"> ▪ Must be documented by training provider or employer as a condition of training or employment. ▪ One-time payment only ▪ Cannot include any training |
| Medical Immunizations Available to Career and Training Services Customers | Not to exceed \$150.00 | <ul style="list-style-type: none"> ▪ Must be documented by training provider or employer as a condition of training or employment. |

Non-WIOA/Community-Based Support Services

Other support needs not supported by WIOA are available through a network of local providers. The following non-exhaustive list provides examples of free and low cost services available to FETC customers through community resources.

| Supportive Service | Provider(s) | Free or Low Cost |
|---|--|-------------------------|
| Emergency, temporary and transitional housing | Foothill Family Services/Volunteers of America | Free or Low Cost |
| Medical services | City of Pasadena Health Department/CHAPS | Free or Low Cost |
| Mental health services | Pacific Clinics/Foothill Family Services | Free or Low Cost |
| Tattoo removal | Homeboys Industries | Free |
| Child and dependent care | Pasadena City College/ DPSS | Free or Low Cost |
| Legal services | Legal Aide Jackie Robinson Center | Free |
| Personal and family counseling | Pacific Clinics/Volunteers of America | Free or Low Cost |
| Transportation for Special Populations | Access, Volunteers of America, Friends Outside | Free or Low Cost |

VII. Coordination of WIOA and the One-Stop System with Wagner-Peyser

In 1998, Foothill WDB consolidated our one-stop functions and administrative offices and co-located the entire operation as a tenant within an EDD-owned and operated facility. In doing so, Foothill WDB set in motion a partnership that would pioneer the WIOA/Wagner-Peyser Integrated Service Delivery model. Nearly 20 years later, our comprehensive AJCC in Pasadena maintains a seamless, integrated customer service delivery system led by functional team leaders. Our MOU outlines functional tasks of each agency and features of shared service delivery. We are currently updating the portion of the agreement dealing with the resources that each agency provides to support the FETC facility. Foothill WDB and EDD integrate multiple activities and initiatives, including many funded by Wagner-Peyser. These include, but are not limited to: Reemployment Services and Eligibility Assessment (RESEA); Initial Assistance Workshops; job club; veterans programs; youth programs; employability workshops; rapid response site visits; recruiting, screening and referring numerous job seekers ranging from entry level workers to highly skilled professionals; providing workforce and labor market information regarding wages, employment trends, as well as national comparisons; accessing records of those receiving unemployment to send special service and activity notifications; and providing access to untapped labor pools that may be a targeted workforce segment for business such as veterans, senior workers, and recipients of public assistance.

VIII. Coordination of WIOA Title I Activities with Adult Education and Literacy Activities under WIOA Title II

In November 2016, the California Department of Education (CDE) released its Program Year 2017–18 Workforce Innovation and Opportunity Act Title II Adult Education and Family Literacy Act Request for Applications (RFA). Under this solicitation, responses are due in two phases. General responses are due on February 10, 2017 and supplementary responses are due on May 15, 2017. The second due date provides the opportunity for applications to be compared to state-approved Local Workforce Plans. The RFA indicates that, from May 17 through 30, 2017, LWDBs will review WIOA, Title II grant applications for consistency with LWDB plans. The CDE will provide each LWDB the grant applications from eligible providers within the Local Workforce Development Area. Foothill WDB will assemble a committee to review applications to ensure that they are aligned with the goals of our Local Plan with regard to: 1) English Language; 2) Adult Basic Education; and 3) Adult Secondary Education (high school diplomas or equivalency). The CDE will consider the recommendations of the LWDBs in making the grant award determinations.

Foothill WDB is committed to effective coordination with local WIOA Title II programs. The WDB's priorities with regard to Title II programs are aligned with those embedded in the State and Regional Workforce Plans. The board seeks to ensure that sufficient resources are available to meet the basic skills and English language skills training required for local job seekers to be able to participate in and successfully complete the occupational skills training and employment preparation services they need to qualify for employment in a career path that will enable them to achieve an economic independence and a middle class lifestyle.

IX. Services for Limited English Proficient Individuals

Foothill WDB has strong, effective referral relationships with local education agencies that provide instruction to youth and adults in English language skills. The principal local providers of ESL instruction are Pasadena City College (PCC) and Monrovia Unified School District, which offer dozens of courses for

learners at various levels of proficiency. PCC offers 5 levels of ESL, each with reading, writing, listening and speaking classes. Monrovia USD's Community Adult School offers 6 levels of ESL and a self-paced "computerized" ESL course, which offers staff support for enhance learning. Adjacent to our service area, many other adult education providers (such as El Monte-Rosemead Adult Education and LAUSD) offer ESL courses. In addition, an excellent local resource is the ESL Center operated by PCC, which offers extra help to currently enrolled students and past ESL students. The Center provides tutoring, supplemental materials and resources, and offers conversation and pronunciation groups to help students improve English language skills.

The Foothill workforce develop area is home to a large and diverse immigrant population. AJCC staff indicates that, as referrals are made from the centers to the ESL providers, students may be put waiting lists. Another drawback for many of the classes offered by our public education partners is that their programs run on a semester or trimester schedule. While there are some community-based English language resources in the area, the number of courses and availability of training falls far short of need, as it does in other sub-regions of the Los Angeles Basis RPU.

Foothill WDB recognizes that many residents of the local workforce area need to improve their English proficiency to be eligible for employment opportunities that will provide to a middle class income. The Los Angeles Basin Regional Plan states that the workforce system must work closely with education and community partners to devise effective strategies to recruit and serve English language learners, who represent a vital and necessary resource for the regional economy. Among recommendations made by the Regional Plan are making improvements in access to English language training and exploring alternative training methods. At the local level, Foothill WDB can support these efforts by working with education and community partners to explore alternatives, such as online learning, operating more classes at community-based settings, such as the AJCCs, contextualizing English skills within vocational training, and increasing work-based language skills training, among other strategies. Working with our local and regional partners, the Foothill WDB has set goals for increasing the availability of resources for English skills training and expanding and improving the methods by which English training is provided. These goals are listed within Section T of this Plan.

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| F. | Grants and Grant Administration |
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As described below, Foothill WDB administers WIOA grant funds within the local area in compliance with the requirements of the statute and applicable federal regulations.

I. Entity Responsible for Disbursal of Grant Funds

The entity described in WIOA Section 107 that is responsible for disbursal of grant funds is the City of Pasadena. The joint powers agreement among the six cities that comprise the local area designates Pasadena as the grant recipient, fiscal agent, and administrator for the consortium. It specifies that the City shall provide program administration necessary to implement the local Workforce Development Area's WIOA Program, under the supervision and direction of the chief local elected officials and the Workforce Development Board.

II. Process for Awarding the Sub-Grants and Contracts

Foothill WDB meets OMB requirements by employing a combination of the City of Pasadena's and the State's procurement processes to award WIOA sub-grants and contracts. For sizable procurements, the competitive process utilized depends on the funds to be awarded as follows:

- Less than \$25,000 is a small purchase procurement
- Purchases of \$25,000 or greater requires a request for proposal

For smaller purchases, if the funds to be awarded are less than \$3,000, two bids are required. If greater than \$3,000, three bids are required. If the funding is greater than \$10,000, but less than \$25,000, a more formal request for quotes process must be used. If the required number of bids is not secured, award of funds must meet federal procurement rules for sole source contracting and must qualify for a City of Pasadena exemption from competitive selection and bidding.

Under City of Pasadena rules, if the amount of money is less than \$25,000, the City's Purchasing Administrator must approve the award. If the amount is greater than \$25,000, but less than \$75,000, the City Manager must approve. If more than \$75,000, the City Council must approve. The Foothill Workforce Development Board must approve all awards of WIOA funds to sub-recipients.

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| G. | Information Pertaining to Performance Goals |
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Following are the performance goals negotiated with between Foothill WDB and EDD's Workforce Service Division's leadership on behalf of the Governor and the workforce area's chief elected official. The negotiated indicators of performance are:

Adult, Dislocated Worker, and Youth Program Goals

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2nd quarter after exit).
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit).
- The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.

| PY 2016-17 Performance Goals | | | | |
|--|--------|--------------------|-------|---|
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2nd Quarter After Exit | 65.0% | 68.0% | 62.4% | Employment or Placement Rate 2nd Quarter After Exit |
| Employment Rate 4th Quarter After Exit | 62.5% | 66.5% | 64.2% | Employment or Placement Rate 4th Quarter After Exit |

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|--|---------------|---------------------------|--------------|---|
| Median Earnings 2nd Quarter After Exit | \$4,957 | \$7,308 | BASELINE | Median Earnings |
| Credential Attainment within 4 Quarters After Exit | 52.9% | 60.0% | 54.7% | Credential Attainment within 4 Quarters After Exit |
| PY 2017-18 Performance Goals | | | | |
| | Adults | Dislocated Workers | Youth | |
| Employment Rate 2nd Quarter After Exit | 68.0% | 71.0% | 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 | \$7,523 | BASELINE | Median Earnings |
| Credential Attainment within 4 Quarters After Exit | 55.9% | 63.0% | 57.7% | Credential Attainment within 4 Quarters After Exit |

Goals Exclusive to Adult and Dislocated Worker Programs

- The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- The median earnings indicator was proposed for Title I Youth in the state plan, but due to insufficient data for use in the adjustment model, it was determined that Youth median earnings to be a “baseline” indicator.

The goals are applicable to fiscal years 2016-17 and 2017-18. Foothill WDB has successfully negotiated and accepted the PY16-17 WIOA Statewide Performance Standards. These same standards have also been accepted by the other six boards in the Los Angeles Basin RPU.

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| H. | Information Pertaining to Federal High Performance Criteria |
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In addition to assessing the effectiveness and ensuring the continuous improvement of the AJCC system (as discussed in response to item D.I), Foothill WDB will meet guidelines associated with existing state policies dealing with WIOA Adult Program priority of services and MOUs.

I. Compliance with State-Issued AJCC Policies

Foothill WDB has taken action to comply with the state-issued AJCC policies specified in the following directives:

- WSD15-14 – WIOA Adult Program Priority of Service
- WSD15-12 – WIOA Phase I Memorandums of Understanding
- WSD16-09 – WIOA Phase II Memorandums of Understanding

Details on Foothill WDB's approach to ensuring compliance are described below.

Compliance with WIOA Adult Program Priority of Service

The Foothill WDB developed and implemented a WIOA Adult Program Priority of Service policy and related procedures following the release of the State-authorized directive in January 2016.

Veterans and eligible spouses receive priority of service among all eligible individuals. However, they must meet the WIOA Adult Program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in U.S. DOL's Training and Employment Letter Guidance (TEGL) 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low income individuals, or individuals who are basic skills deficient.
3. Veterans and eligible spouses who are not included in WIOA's priority groups.
4. Other individuals not included in WIOA's priority groups.

The AJCCs use specific signage to inform veterans of their eligibility for priority service.

As stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient. Foothill's policy defines other low income adults as individuals meeting specific criteria and further defines the types of documentation needed to substantiate priority of service eligibility.

At the present time, the Foothill Workforce Development Board has restricted all training services to priority of services adults. The WDB believes that providing vocational training for this population is the best means to promote their obtaining a credential, certification, or degree and gaining a career. The board reserves the option to open training services to other adults outside the priority population.

Compliance with WIOA Memorandums of Understanding – Phase I

The State Directive on this topic (WSD15-14) indicated that Phase I MOUs were to address service coordination and collaboration among the AJCC partners. These MOUs were to be completed by June 30, 2016. Foothill WDB complied with this requirement and MOUs are included as *Exhibit 3* to this Plan.

Compliance with WIOA Memorandums of Understanding – Phase II

Phase II of the MOU development process is intended to address methods for sustaining the unified system described in Phase I through the use of resource sharing and joint infrastructure cost funding. Foothill and partner representatives are currently in negotiation on this matter. Phase II MOUs will be completed prior to July 1, 2017, in compliance with WSD 16-09.

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| I. Information on Training Activities |
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Foothill WDB makes available a wide range of training programs to participants. Training falls, broadly, into two categories: classroom training (at community colleges, adult education programs or with private postsecondary institutions) and work-based learning, which includes OJT, apprenticeships and work experience. For the purposes of purchasing classroom training, we rely solely on the use of Individual Training Accounts (ITAs) and do not presently use contract or cohort training. Following is a description of procedures for the use of ITAs and how Foothill WDB ensures customer choice in the determination of providers and programs.

Provision of ITA Training

Adoption of Foothill WDB’s updated ITA Policy coincides with the implementation of WIOA in July 2015. The policy provides an overview of requirements, indicating that ITAs are established on behalf of participants to purchase training services from providers listed on both the State’s Eligible Training Provider List (ETPL) and the Intra-State Training and Information Resource Network (I-TRAIN) list maintained by the South Bay Workforce Investment Board. The policy contains specific provisions pertaining to carrying-out ITA protocols. In summary, key provisions include:

Eligible Training Provider List: As indicated above, Foothill WDB contracts locally with the South Bay Workforce Investment Board to vet training providers and maintain approved vendors on the I-TRAIN, while reserving the right to access other providers not on I-TRAIN but approved and placed on the statewide ETPL.

Expectations for Training Providers: Because training resources are scarce, Foothill expects that the training providers that we fund will deliver on the promise of providing skills that enable our job seekers to secure employment along career paths. Our ITA policy requires that providers maintain a placement rate of 70% or higher and meet several specific quality and compliance standards that serve to validate and confirm the value of the training they provide.

Customer Choice: ETPL and I-TRAIN are made available for review to participants eligible for training services. The participant, in consultation with the Foothill Employment Specialist, selects the training occupation and the school. Additional detail regarding Foothill WDB’s assurance that customers have choice with regarding to selection of programs and providers is provided below.

Limitations: Foothill WDB has set a limit of \$7,000 for ITAs. This limit may be waived when it is in the best interest of the WDB and the participant (e.g., the occupation is not offered locally for less or the participant has an employer that will hire him/her upon completion of the training).

Ensuring Customer Choice in Training Selection

To ensure that job seekers are well informed about the full range of services available through Foothill WDB and the AJCC system, they are required to attend a general center orientation before participating in individual career services or training. The following process ensures informed customer choice:

- Each client submits a Program Questionnaire and is scheduled to meet one on one with a Case Manager. The Case Manager conducts an interview to determine career objectives and the need for training.

- If the client desires and needs job training, a training orientation is provided. During this session, instructions are provided on how to complete a required “Application for WIOA Job Training Services.”
- Clients are asked to participate in a “Prove It” assessment, using the online program, which is recognized nationally by businesses to determine computer literacy. If deemed necessary by the Case Manager, a client could also be tested in other areas for an accurate screening to ensure that the client is able to complete the desired training.
- Customers are required to provide labor market information (LMI) as a part of their Application packet to ensure that desired training is in a demand occupation. LMI research also provides information that helps job seekers make informed decisions about careers; such as salary levels; projected number of job openings within the local area expected within the next 10 years; education and training required; and the daily activities workers are expected to perform.
- Customers use I-TRAIN to search for eligible providers and to review specific information regarding curriculum, costs and duration of the course.
- Customers are required to visit a minimum of 3 schools/training providers to compare offerings.
- The Training Application requires clients to provide a written justification for the desired program, describing: why the training is needed; employment opportunities the training will provide; and plans for income/self-sustainability while in training.
- After completing all research processes and submitting the application, the client meets with the Case Manager regarding approval to begin training. All information about the selected training, including justification of choice, is noted the client’s case record.

Expanding Training Options

In concert with the Los Angeles Basin’s Workforce Plan, Foothill WDB is prepared to implement regional sector pathway programs to meet demands for the six sectors prioritized by the regional partners and for other local growth sectors. In addition, as stated, we will work with Pasadena City College and other local education providers to design and develop new career pathway programs and to make improvements to existing ones.

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| J. | Transparency, Accessibility and Inclusiveness |
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Foothill WDB has provided multiple distinct opportunities for partners, stakeholders and members of the public to participate in planning and provide input on the Local Plan.

Involvement of Partners in the Planning

Regional Planning Stakeholder Forums: Knowing that each Local Plan is part of the Los Angeles Basin Regional Plan and recognizing that stakeholder contributions to the regional planning process would benefit the larger system, Foothill WDB chose to use regional stakeholder forums as a primary means for gathering input during the planning process. The local WDBs within the RPU organized a series of 19 forums addressing five broad topics tied to the issues posed by the regional and local planning guidance. The sessions cross-convened various stakeholder groups (CBOs, educators, organized labor, business, and elected officials), resulting in highly informative dialog and a productive exchange of ideas on strengthening the workforce system. Foothill hosted a forum on Workforce and Education Resources. Information from this forum was shared with boards across the RPU and information from other forums was made available to Foothill WDB. These sessions, therefore, not only informed the Regional Plan, but the

various Local Plans.

Development of Memoranda of Understanding: Again, the planning process leading to the development of this Plan goes back to the enactment of WIOA and, in many ways, begins with the State and Local plans published in 2013 under WIA. In 2016, one of the major planning activities undertaken by the Foothill WDB was development of MOUs with core program and other one-stop partners. Coordination, system alignment, cross training, and co-enrollment/case management were among the many topics discussed as partners met and agreements were developed. The dialog between partners and Foothill WDB managers and staff is continuing, as they work toward developing cost agreements to support a unified system through the AJCCs. The results of the MOU planning process with all partners has contributed significantly to the content of this Local Plan.

Coordination with Partners: Throughout the process of preparing the Local Plan, Foothill WDB leadership engaged in many ad hoc one-on-one and group communications related planning elements. These included a variety of in person discussions, telephone conversations and group emails.

Public Comment and Review

In accordance with the state and federal guidance, Foothill WDB opened a 30-day public comment period on February 7, 2017, which concluded on March 8, 2017. Features of the comment period promoting maximum accessibility and inclusiveness included the following:

Public Notice: A public notice announcing the availability of the Local Plan for review and comment was placed on the FWDB website www.fwdbworks.org. An e-mail blast to an extensive list of contacts was also made with regard to the publication of the Plan. Notices informed the public about: 1) the release of the Local Plan for comment; and the scheduling of a public meeting regarding the Plan on February 15, 2017. The notice of the Plan's availability was also made available on Foothill WDB's website.

Availability of Local Plan Document for Public Review: Foothill WDB made the Plan available through its website and in hard copy at its headquarters.

Public Meeting on Local Plan: On February 15, 2017, Foothill WDB hosted a Public Meeting on the Local Plan. The meeting included a summary presentation on the Plan and those in attendance were provided the opportunity to submit written comments or provide verbal testimony. The presentation also included an overview of the Los Angeles Basin Regional Plan. A copy of the presentation used to introduce the Plan is included as *Attachment 5*.

To ensure that the process complies with physical and programmatic accessibility requirements, the public announcement included TTD/TTY numbers, as well as a statement informing the public that Foothill WDB-sponsored meetings are accessible to persons with disabilities and that reasonable accommodations are available when requests are made at least 72 hours prior to a meeting. Implementing policies and procedures that make certain that facilities and programs are accessible, Foothill WDB fully complies with Section 188 of WIOA.

A Summary of Public Comments received is included as *Exhibit 7*.

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| K. | Common Intake and Case Management Efforts |
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Within the AJCC, EDD Wagner-Peyser and WIOA staff share intake and case management functions, with CalJOBS serving as the system for tracking clients, including those who are co-enrolled. MOUs developed with other core programs (DoR and education: Pasadena City College and Monrovia Community Adult

School) identify the use of CalJOBS as the initial intake system. Clients co-enrolled in WIOA and other core and one-stop partner programs can be “manually” co-case managed and tracked. Automated “co-tracking” is only applicable to those partners using CalJOBS, which at this point includes Foothill (on behalf of WIOA Title I programs) and EDD.

Comprehensive tracking of individuals across programs operated under WIOA and by AJCC partners will require the implementation of an integrated intake and case management information system. This will require state-led data-sharing and coordination efforts among core programs. Foothill WDB is prepared to contribute to planning process to effectuate this change.

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| L. | Miscellaneous Information |
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The following information is provided to address those items labeled within the Plan guidance as “miscellaneous.”

I. Availability of Local Plan to Title II Program Applicants

As indicated in response to item E.VIII, above, applicants for WIOA Title II Adult Education and Family Literacy Act funding for Program Year 2017-2018 will be submitting applications in two stages. The bulk of the application, which deals with content and the proposer’s approach to delivering services is due on February, 10, 2017, while the portion that specifically addresses alignment with the Local Workforce Development Board Plan is not due until May 15, 2017. The later due date reflects a point at which Local Plans will have been submitted to and reviewed by the EDD and the California Workforce Development Board and will be available in final or near final form for review. The Foothill WDB will make the Local Plan available for review by WIOA Title II Program applicants and others as follows:

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| February 1, 2017 | Public Comment version posted to Foothill WDB website |
| March 15, 2017 | Revised/Final version posted to Foothill WDB website |
| August 1, 2017 | Final Version (with any changes per State comments) posted to Foothill WDB website |

II. Ensuring Priority of Service Requirements

As described in Section H, Foothill WDB maintains and communicates policies to ensure that federal and state guidelines for WIOA priority of service are met. There are various points during the early stages of client interaction when applicant characteristics can be identified so that staff can execute service priority. AJCC messaging informs veterans of priority. In addition, print materials and orientations may quickly inform first time visitors of their qualifying for priority of service. Most often, staff will glean information from a common registration form that is completed prior to participation in services. Any priority of service characteristics not identified at this point will be identified as individuals complete the WIOA intake, assessment and enrollment process.

III. Nexus of Local Plan to the Regional Plan

Foothill WDB’s Local Plan relies on the Los Angeles Basin RPU’s Regional Plan for regional analysis of economic conditions, including information on existing and emerging in-demand industry sectors and occupations. This includes:

- A regional analysis of economic conditions, including existing and emerging in-demand industry sectors and occupations
- An analysis of the knowledge and skills needed to meet employers' needs
- An analysis of the regional workforce
- An analysis of workforce development activities

Foothill WDB has benefitted significantly from the regional planning process, led by the WDBs within the region, including activities used to gather stakeholder input. Much of the information provided within the Local Plan, from industry engagement to sector strategies and career pathways, is provided context by the Regional Plan. Foothill WDB has identified various regional goals that will require support from the local level and has built action on this support into our goals.

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| M. | Local Board Assurances |
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Included as *Exhibit 1* is the required “Local Board Assurances” form, signed by the Chair of the Workforce Development Board and Chief Local Elected Official for the Foothill WDB.

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| N. | List of Comprehensive One-Stops and AJCC Partners in the Local Area |
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Included as *Exhibit 2* is a list of comprehensive one-stops and AJCC partners within the local area.

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| O. | AJCC Memorandums of Understanding (MOU) |
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Included as *Exhibit 3* are fully executed MOUs.

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| P. | Provide the Local Area Grant Recipient Listing Using the Form Provided |
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Included as *Exhibit 4* is the Grant Recipient Listing Form signed by the CLEO for the Foothill WDB.

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| Q. | Provide a Copy of Local Board Bylaws |
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Included as *Exhibit 5* is a copy of the Foothill WDB Bylaws.

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| R. | Provide Program Administration Designee and Plan Signatures |
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Included as *Exhibit 6* is the required “Program Administration Designee and Plan Signatures” form, signed by the Chair of the Workforce Development Board and the Chief Local Elected Official for the Foothill WDB.

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| S. | Provide a Summary of Public comments received that disagree with the regional and local plan. |
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The Summary of Public Comments form is included with this Plan as *Exhibit 7*. *(form to be completed at conclusion of the public comment period).*

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| T. | Goals |
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Foothill WDB's Local Plan is part of the Los Angeles Basin RPU Regional Plan and serves to implement regional goals at the local level. However, as is evident throughout the preceding narrative, Foothill WDB has implemented and maintains systems for management, operations and service delivery that ensure that residents and businesses within the local workforce area have access to high-quality services. Interspersed throughout this Plan are statements reflecting goals and objectives to strengthen, develop and expand certain services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level. Following is a summary of Foothill WDB's goals based on the information provided in the Local and Regional Plans.

Local Area Operations and Service Delivery Goals

1. Expand on Foothill WDB's Baldrige certification process by developing/securing more continuous quality improvement-related training for the entire workforce system partnership.
2. Working with business and education partners, implement incumbent worker training programs.
3. Research opportunities to increase funding and other resources for at-risk youth, including disconnected youth and young adults.
4. Working with education partners and other stakeholders, research opportunities to increase funding and other resources for English language learners.
5. Working with education partners and other stakeholders, explore options and develop strategies for alternative methods of delivering English language skills training.
6. Working with DoR and other stakeholders, identify and secure additional resources to increase accessibility and inclusiveness of AJCC services for person with disabilities.

Goals Pertaining to Regional Coordination and Planning

1. Participate in planning a structure for the Los Angeles Basin RPU "WDB Partnership"
2. Strengthen coordination with regional economic development initiatives
3. Identify models to better address to the needs of disconnected youth
4. Support regional efforts to engage businesses in discussions on industry-valued and recognized credentials
5. Support regional efforts at engaging industry in discussions on regional sector pathway programs
6. Provide support to develop regional sector pathway programs
7. Participate in regional efforts to improve data sharing

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| U. | Exhibits and Attachments |
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Following are the exhibits and attachments that are incorporated into this plan.

Exhibits

- Exhibit 1: Local Board Assurances
- Exhibit 2: List of Comprehensive One-Stops and AJCC Partners
- Exhibit 3: Memoranda of Understanding
- Exhibit 4: Grant Recipient Listing Form
- Exhibit 5: Foothill WDB's Bylaws
- Exhibit 6: Program Administration Designee and Plan Signatures Form

- Exhibit 7: Summary of Public Comments form

Attachments

- Attachment 1: List of organizations and individuals invited to Regional Stakeholder Forums
- Attachment 2: List of individuals attending Regional Stakeholder Forum hosted by Foothill WDB
- Attachment 3: List of List of organizations and individuals invited to Public Meeting on Local Plan
- Attachment 4: List of individuals attending Public Meeting on Local Plan
- Attachment 5: PowerPoint from Local Plan Public Meeting held on February 15, 2017.