

**Foothill WDB**  
**Local Workforce Plan**  
**2017-2020**

**Local Plan Public Meeting**  
**February 15, 2017**

# The Local Plan

Under the State Plan, the primary purpose of local workforce plans and partnerships is to facilitate access to workforce services at the local level.

While regional plans are specifically focused on constructing a regional training and education architecture that aligns with regional labor markets, individuals will access and experience this regional workforce architecture primarily through local service delivery efforts, principally those of WIOA partners operating in the America's Job Center of California (AJCC) system, but potentially through other partners of the workforce system as well.

In this regard, it is typically at the local level where services will be integrated, resources braided, and supportive services provided to individuals being served by the partners.

# The Los Angeles Basin Regional Plan

- Regional plans required by WIOA function under the State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs.
- California state law requires coordination between the K-12, Community Colleges, and WIOA systems and requires the use of sector strategies as the operational framework for the state's workforce system.
- These two state mandated requirements are met under the State Plan by making federally required WIOA regional plans and partnerships the primary mechanism for aligning educational and training programs with regional industry sector needs.
- The main aim of regional plans is the development of "regional sector pathway" programs, which includes identification, utilization, and servicing of career pathway programs aligned with regional industry sector needs.

# Overview

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# Introduction

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# Opening Statement

- **Foothill WDB represents an 6-city service area**
- **Foothill WDB is part of the Los Angeles Basin Regional Planning Unit (RPU)**
- **Foothill WDB participated in and the Local Plan reflects the RPU's regional planning process**

# Vision, Goals and Strategy

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# Vision/Tie to Regional Plan

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
- Think regionally and act locally
- Increase access to services
- Invest in skills development



# Core Partnership to Achieve the Vision

- **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.**

# Implementing State Plan Policy Strategies

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# Overview of Local Programs and Services

**Foothill WDB's workforce development system is built around services for key customers: adults and youth seeking employment and local businesses.**

**Adult and Dislocated Worker Programs: Includes basic career services, individualized career services and training services.**

**Youth Programs: Focused on out of school, disconnected youth.**

**Education and Training Programs: Includes basic skills and occupational skills training.**

**Support Systems and Services: These are available through WIOA resources and referrals.**

# Alignment with 7 State Policies for the Local System

- Sector strategies
- Career pathways
- Organizing regionally
- Earn and Learn
- Support Services
- Cross System Data Capacity
- Integration of Services and Braiding of Resources

# Sector Strategies

- **Foothill WDB has been engaged with local businesses to identify specific workforce needs and collaboration with local stakeholders on how to address those needs.**
- **Members of our Business Services Committee represent target sectors and provide input into workforce services needed by their companies.**
- **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.**

# Career Pathways

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 industry
- Participation with local workforce boards, the community colleges and industry leaders on various regional projects designed around target industries and occupations, such as the Slingshot Initiative to address the development of a career pathway in care coordination
- Work with education and labor partners on development on new joint apprenticeship training programs.

# Organizing Regionally

- **As the seven local boards within Los Angeles County strengthen regional coordination, they will build structure and systems for more effective communication from the regional level to the local level and visa-versa, so that the benefits off collaboration are felt throughout the region.**

# Earn and Learn

## Examples include:

- **The Flintridge Pre-Apprenticeship Program, which 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.**



# Support Services

**Foothill WDB uses 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.**

# 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 make recommendations to support the State's objectives regarding cross system data sharing.**

# 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

# Required Detail on Specified Services and Service Delivery Strategies

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# Working with Core Programs to Expand Access

- A primary goal of Foothill WDB and 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.
- Target populations include individuals with disabilities, immigrants, English language learners, formerly incarcerated individuals and other with barriers to employment.

# Facilitating 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.
- 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.

# Improving Access to Credentials

- During the regional planning process, input confirmed that credentials are not only recognized and valued, but are essential for some jobs. The Regional Plan cites examples where licenses (e.g. Truck Driver, Barber), credentials (e.g. Teacher) and degrees (e.g. Registered Nurse) are required. In many other cases credential are optional.
- 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.
- Foothill WDB will also make certain that the sector pathway programs we develop include business input on the credentials that should result from training

# Employer Engagement

## Business Outreach:

- Foothill WDB's Business Services Committee 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.

## 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.



# Meeting the Needs of Business

**Services we offer to meet the needs of business include:**

- **Hiring and Recruitment**
- **Ensuring Job Candidates Are Prepared for Work**
- **Training for the Existing Workforce**
- **Referrals to Foothill WDB's Network of Partners**

# Coordination with Local Economic Development

Examples of ways we coordinate 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

# AJCC and UI Program Coordination

Various ways in which the WIOA and UI program connect are via:

- **Co-location with EDD**
- **Registration in CalJOBS**
- **Workshops**
- **Rapid Response activities**

AJCCs

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# Ensuring Quality 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 under the California Awards for Performance Excellence (CAPE).
- 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.

# Access to 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.
- Foothill 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

# System Access for Persons with Disabilities

**Foothill WDB complies with WIOA Section 188 and Title 29 CFR Part 38, the American with Disabilities Act of 1990, the Rehabilitation Act of 1973 and other applicable codes and regulations.**

- **Facilities**
- **Programs and Services**
- **Assistive Technology**
- **Materials**
- **Staff Training**

# Roles of Partners

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.

Foothill WDB and the AJCC partners have agreed to share costs to operate the comprehensive center in Pasadena. Partner contributions will be 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.



# MOUs

- **Foothill WDB has executed WIOA Phase I MOUs with all core program providers and required partners.**
- **All Phase II MOUs are in process and will be executed by June 30, 2017.**

# Collaboration with WIOA Section 166 Grantees

**Foothill WDB has established a relationship with Southern California Indian Center (the local WIOA Section 166 grantee), which has been formalized through the execution of an MOU.**

# Collaboration with WIOA Section 167 Grantees

**There are no WIOA Section 168 grantees actively serving the local area. However, Foothill WDB is able to serve any farmworker-eligible applicant seeking our services.**

# On-Ramp to Regional Sector Pathways

- Foothill WDB's AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have the capacity to both promote initiatives and to guide job seekers to the best opportunities.
- As sector pathways are developed, both locally and regionally, 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.

Information Pertaining to  
Specific Program,  
Populations and Partners

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# Regional Economic Development

- **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.**
- **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.**

# Adult and Dislocated Worker 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.**
- **The Foothill WDB-led workforce service delivery system offers wide range of services, including: basic career services; intensive career services, training services and ancillary services, such as support.**

# Rapid Response

- 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.
- Foothill WDB is expanding upon our traditional rapid response system to a system that is both proactive and able to determine and respond to signs of distress indicating the possible need for layoff aversion support.



# Youth Program

- Foothill WDB has elected to commit 100% of our WIOA youth allocation to exclusively serve older, out of school youth (OSY).
- Providing a continuum of services will enable older youth to benefit under services provided through both the WIOA Youth and Adult programs.
- 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.
- OSY 18-24 will be co-enrolled into the WIOA Adult program, as needs are identified, to ensure participants receive the full range of services they require.

# Coordination with Educational Programs

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.

# Support 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.**
- **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.**

# Coordination with Wagner-Peyser

**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; 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; accessing records of those receiving unemployment; 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.**

# Coordination with WIOA Title II

- In November 2016, the California Department of Education (CDE) a WIOA Title II Request for Applications (RFA).
- 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.

# Training and Services for English Language Learners

- Foothill WDB has strong, effective referral relationships with local education agencies that provide instruction to youth and adults in English language skills.
- The Foothill Workforce Development 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.
- The 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. Foothill WDB will support these efforts, locally and regionally.

# Information Pertaining to Grants and Grant Administration

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# Disbursal of Grant Funds

- **The City of Pasadena is responsible for disbursal of grant funds described in WIOA Section 107**



# Competitive Funding Process

- **Foothill WDB uses a competitive procurement and award process for all sub-grants and contracts.**
- **The process meets federal OMB requirements**
- **The precise bid process reflects the amount to be award**
- **The Workforce Development Board all awards of WIOA funds to sub-recipients.**

# Performance Goals

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# WIOA Performance Measures

Adult	2016-17	2017-18
Employment Rate 2nd Quarter After Exit	65.0%	68.0%
Employment Rate 4th Quarter After Exit	62.5%	66.5%
Median Earnings 2nd Quarter After Exit	\$4,957	\$5,157
Credential Attainment within 4 Quarters After Exit	52.9%	55.9%

<b>Dislocated Worker</b>	<b>2016-17</b>	<b>2017-18</b>
Employment Rate 2nd Quarter After Exit	68.0%	71.0%
Employment Rate 4th Quarter After Exit	66.5%	69.5%
Median Earnings 2nd Quarter After Exit	\$7,308	\$7,523
Credential Attainment within 4 Quarters After Exit	60.0%	63.0%

Youth	2016-17	2017-18
Employment Rate 2nd Quarter After Exit	62.4%	65.4%
Employment Rate 4th Quarter After Exit	64.2%	67.2%
Median Earnings 2nd Quarter After Exit	BASELINE	BASELINE
Credential Attainment within 4 Quarters After Exit	54.7%	57.7%

# Federal High Performance Board Efforts

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# WIOA Priority of Services

Foothill WDB is in compliance with state policy on WIOA Adult Program priority of service as expressed by WSD15-14. Priority is 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.

# MOUs - 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.**



# MOUs – 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 WDB 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.

# Training Activities

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# ITAs and Training Contracts

- **Customers participate in an orientation process through which they become familiar with the many training options available, from various work-based learning opportunities to hundreds of courses listed on I-TRAIN.**
- **Customers use I-TRAIN to identify approved training courses and review labor market information using ONET.**
- **As outlined in Foothill WDB's ITA Policy, customers' exposure to the full array of services available through WIOA and partner programs ensure that they are able to make informed choices about training.**

# Transparency, Accessibility and Inclusiveness

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# Planning Process and Public Comments

## Involvement of Partners in the Planning

- Regional Planning Stakeholder Forums
- Development of Memoranda of Understanding
- Coordination with Partners

## Public Comment and Review

- Public Notice
- Availability of Local Plan Document for Public Review.
- Public Meeting on Local Plan

# Common Intake and Case Management

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# Common Intake Co-enrollment

- 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.

# Other Miscellaneous Requirements

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# Review of Title II Proposals

- ✓ Applicants for WIOA Title II education and literacy funds, can currently review a draft of Foothill WDB's Local Workforce Plan
- ✓ EDD will attempt to provide comments of local plans in time for WIOA Title II applicants to review the final plans prior to the May 15 proposal deadline
- ✓ Foothill WDB will review Title I proposal to determine their consistency with the Local Workforce Plan

# Priority of Service

**Foothill WDB is in compliance with state policy on WIOA Adult Program priority of service as expressed by WSD15-14. Priority is 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**

# Link to Regional Plan

**Los Angeles Basin RPUs Regional Plan 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 the employment needs**
- **An analysis of the regional workforce**
- **An analysis of workforce development activities**

**Foothill WDB's Local Plan uses this analysis as the foundation for the vision, goals and actions plan related to meeting the needs of business and ensuring the preparedness of the local workforce.**

M – Local Board Assurances

N – List: One-Stops/AJCC Partners

O – MOU

P – Grant Recipient Form

Q – Copy of Bylaws

R – Program Designee Form

S – Public Comment Form

# Goals

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# Goals - Local

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

# Goals – Regional Coordination

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

# 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 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.