



**WORKFORCE
DEVELOPMENT
BOARD**



2017

**WORKFORCE DEVELOPMENT
BOARD OF KERN, INYO
AND MONO COUNTIES**

LOCAL PLAN



KERN, INYO AND MONO (KIM) WORKFORCE DEVELOPMENT BOARD (WDB)
LOCAL PLAN PROGRAM YEARS 2017-2020

Executive Summary

The vision for the Kern, Inyo, and Mono (KIM) Workforce Development Board (WDB) is to create an integrated workforce development system that is business led, market-responsive, and results-oriented. AJCC Partners are committed to providing a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. In order to accomplish this vision, AJCC Partners continue to work toward increased cross-system data capacity and tracking of co-enrolled individuals across WIOA core programs, partner workforce programs and other agencies to ensure a seamless customer experience at all AJCC locations. The WDB and AJCC partners also plan to use data available through Dun and Bradstreet data accessing it via the EconoVue platform and other sources to conduct business engagement to jointly develop business solutions and to make data driven decisions on workforce development. The AJCC Partners are dedicated to continuous improvement as is evidenced by the KIM Human Centered Design team which was selected in 2016 for national recognition at the White House.

The KIM AJCC system is designed to increase access to, and opportunities for, employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with disabilities and other barriers to employment. It aligns workforce development, education, and economic development programs with economic development strategies to meet the needs of local employers, and provides a comprehensive, accessible, and high-quality workforce development system that delivers a pathway to the middle class for individuals. AJCC Partners meet regularly to align, coordinate and integrate services to ensure that the one-stop delivery system, including Wagner-Peyser services are comprehensive and not duplicative. The one-stop centers provide career services and offer access to education and training leading to industry-recognized credentials through the use of career pathways, apprenticeships, earn and learn activities, comprising on-the-job training, and incumbent worker training that enable customers, including those with disabilities, to find meaningful and productive job opportunities in our community.

Bilingual staff refer limited English customers to local ESL programs for services to enhance their language skills. Rosetta Stone software programs will be available in twenty-five different languages for use in all AJCC resource rooms. Customers are referred to GED programs to help them progress with academic skills attainment. In addition, KIM plans to utilize technology such as Skype, on-line workshops, and social media to enhance accessibility to the entire system. AJCC partners are currently in the process of developing on-line tools to make services available 24/7 in the convenience of customer's homes. Online services will also allow individuals who do not own a computer to access the system from 21 Public Libraries located in Kern County, 6 in Inyo County, and 7 in Mono County.

The needs of business are central to the KIM service delivery strategy. The KIM WDB and its partners closely coordinate with local economic development agencies to meet the needs of employers and businesses. Kern County has integrated the WDB staff into the County's Division of Economic and Workforce Development. This division is responsible for coordinating all economic development activities for Kern County. KIM's Business/Back-to-Work Center will also serve as an incubator site for businesses to begin human resources activities and access entrepreneurial services offered by the Small Business Development Corporation (SBDC). The center will braid resources and coordinate services solutions specific to employers and services for dislocated workers job seekers. The Rapid Response -Layoff Aversion Team Business Engagement Team,

comprised of KIM WDB staff and EDD, will conduct outreach to businesses and provide Rapid Response/Layoff Aversion workshops and services to affected individuals. The Rapid Response/Layoff Aversion Team will use EconoVue (including the Dun and Bradstreet wellness scale) and specialized business data systems available through the local economic development agencies to identify businesses or sectors experiencing challenges or expanding. The team(s) will then coordinate with spell out (KEDC) and the SBDC to identify and to provide specific information on services (solutions) that could help stabilize the business or sector, such as Small Business Administration (SBA) Loans, GoBiz programs, reduced utility rates offered by PG&E, and earn and learn training programs offered through the AJCC. This Center's strategic priority is to create and foster business partnerships relationships and provide the WDB sector champions leaders a platform which they can influence the training pipeline so its output of human capital is more business relevant. In addition, KIM WDB will be using a green mobile employment center to offer job placement services to its customers in rural areas throughout KIM.

KIM is an active member of the Central California Workforce Collaborative, which includes the eight LWDB's in the Central Valley RPU. KIM has participated in many regional grants designed to address issues in the central valley; all included extensive partnerships with education, labor, economic development, and local employers. KEDC is a Board member of the California Central Valley Economic Development Corporation, which facilitates economic development at the (eight-county). The KIM WDB strives to achieve maximum results for individuals by leveraging funding across multiple programs. The KIM WDB has been the WIOA Section 167/National Farmworker Jobs Program (NFJP) grantee for Kern County since 1981. KIM's unique position as the administrative entity for the LWDA for WIOA Title I funds allows for expanded services, leveraged funding, and increased opportunities for farmworkers. The farmworker program is well-integrated into the one-stop delivery system. Additional examples of integrating service delivery and braiding resources includes, CalWORKS, and transitional age youth Kern County Behavioral Health and Recovery Services funds and participation on the Community Corrections Partnership to receive funding for ex-offenders from AB 109. KIM will also participate in a whole person care project funded through the local Hospital Authority to provide workforce services for ex-offenders.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication. KIM has coordinated with local colleges to offer credential stacking and "just-in-time" training to meet the current demands of emerging industries, and soft skills training that are employer driven. To ensure the required opportunity for businesses, labor organizations and the public to comment on its local plan, KIM WDB through ETR's website (www.etronline.com) will contain the Kern, Inyo, Mono Counties Consortium Workforce Development Area – Local Plan and the San Joaquin and Associated Counties Regional Planning Unit, Regional Workforce Development Plan 2017 – 2020, and will have a link to the California's Unified Strategic Workforce Development Plan 2016 -2020. This designated site provides the opportunity and visibility for all interested parties to provide comment. This information will become public record with a public announcement through a press In addition, a variety of methods will be used to notify and include the public in the notice process of the local plan, including English and Spanish notices on television, in newspapers and at all public libraries located in KIM Counties. The Local Plan will also be accessible in braille. Spanish speaking and ASL interpreters will be present at the public comment forum.

KIM WDB continues to work toward fostering innovation, engaging stakeholders, and guaranteeing streamlined operations and service delivery excellence.

Local Plan Guide

3. Local Plans for All the Local Areas in the RPU; each local plan will contain the following:

A. Provide a cohesive statement pertaining to the vision, goals, and strategy of the Local Board and its partners, including the following:

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

The vision for the Kern, Inyo, and Mono (KIM) Workforce Development Area (WDA) is to create an integrated workforce development system that is business led, market-responsive, and results-oriented. This enhanced system will focus on customer service excellence, seek continuous improvement, and create value by enhancing employment opportunities for all individuals including those with disabilities and significant barriers. To achieve this vision, a focused and deliberate collaboration will be developed with business, through a Business Engagement program, and the KIM WDA existing partnership between education, workforce development and economic development networks to maximize the competitiveness of businesses and the productivity of the local workforce, to increase regional economic prosperity.

The KIM Workforce Development Board (WDB) strategic vision will be realized by aligning local efforts with California’s state plan. The partners are committed to a locally-driven system which develops partnerships, and provides programs and services to achieve the three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

- A. Foster demand-driven skills attainment;
- B. Enable upward mobility for all Californians; and
- C. Align, coordinate, and integrate programs and services.

KIM WDB goals include: (1) increasing access for its customers to services through (i) the utilization of mobile technology, (ii) the use of a green mobile employment center in rural areas to offer services, such as resume assistance, skill assessment, job search assistance, consultation with a Job Specialist, and internet access, (iii) the addition of specialized AJCC One-stop Centers for business and youth engagement, and (iv) providing extended hours of operation at its Comprehensive AJCC One-Stop Centers; (2) fostering partnerships with non-traditional partners to expand services to its AJCC customers; (3) developing strong working

relationships with local educational partners including local community colleges, local private colleges and universities, local school districts, vocational training schools, and Kern County Superintendent of Schools to support the development of workforce related activities and career pathways that will prepare customers for demand occupation in the identified targeted industry sectors and lead to demand-driven skills attainment; and (4) using existing training and/or creating customized training, if necessary, to meet the demands and needs of businesses.

Applied Development Economics (ADE) was contracted by the Central California Workforce Collaborative (CCWC) to complete a Regional Economic Sector and Skills Gap Analysis to assess in-demand jobs and the skills required to fill those jobs. In addition, ADE completed a Regional Economic Sector and Skills Gap Analysis for the KIM WDA. Findings from the October 24, 2016 draft of that report identified Energy and Natural Resources/Renewables; Healthcare Services; Aerospace & Defense; Transportation, Logistics, & Advanced Manufacturing; Value-Added Agriculture; and Tourism, Recreation and Entertainment as growth clusters.

The ADE report concluded that economic growth for our area is expected to be at 1.5 percent a year. Jobs in KIM Counties are expected to grow modestly from now to 2025 and analysts project a number of sectors (Construction, Health, Logistics, and Administrative Support) to exceed this overall annual growth rate. KIM will share this information with neighboring counties to map out the industries, identify which occupations to address, and develop a plan to direct collaborative efforts and resources to respond to the reported skills gap.

ii. Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

Based on the analysis presented in the ADE report and discussions with key employers and workforce training organizations, the following have been identified as potential priorities for additional training efforts: Medical Technicians, Registered Nurses (RN), Licensed Vocational Nurses (LVN), Electricians, Maintenance Mechanics; ability to use computer operated processing controls and instruments (and related English competency), workers with supervisory or management skills, and business skills.

On October 19, 2016, KIM WDB hosted an annual Workforce Summit to address key industry issues. Panels of experts were convened from key industry sectors, education, and economic development to discuss the findings in the ADE report and to begin the process of creating a plan to address identified skills gaps in the local and regional workforce. In addition, the conversation has been continued through three regional forums held in Kern County. Through this series of discussions critical skilled labor shortages have been identified by business as existing in healthcare, advanced manufacturing and logistics, and professional technical occupations. These findings are consistent with the ADE report and indicate that more resources should be focused on these areas.

To assist with the needs of the Healthcare industry, KIM WDB will apply for H1B funding to address the need for technicians. Work has already begun to form a regional coalition with hospitals, community colleges and Workforce Boards to create a customized training program that will result in a recognized credentialing program to meet the demands of hospitals for healthcare technicians. In addition, local employers are indicating that there continues to be shortages of LVN's and RN's. The main issue identified for training providers was a shortage of qualified instructors to provide the necessary classes to train LVN's and RN's. The local area will need to form an ad hoc working group to develop a plan to identify ways to attract more instructors for LVN and RN courses. Training providers indicated that the inability to recruit qualified instructors is due to the wage differential between what RN's make working in a hospital or clinical setting as opposed to wages paid to nursing instructors. It will be necessary for education partners and employers to work together to identify ways to offset the wage differential in order to recruit qualified staff to work as instructors and increase the number of available instructors for training LVN's and RN's.

Employers expressed a need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations. There are a number of programs in process both regionally and at the local level to address this need including the central Valley Slingshot Project, Bakersfield College's Advanced Manufacturing Program, and Arvin High School's "1+1+2 = Game Changer" program. The Arvin High School (AHS) Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigation for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to fund training programs to offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the "1+1+2=Game Changer" program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern/ high-tech agriculture equipment. "1+1+2=Game Changer" allows students to pursue multiple pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students so that they graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

In order to meet job growth and skills attainment for the construction industry, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. In addition to meeting the demands of business with industry recognized credentials, these programs are especially helpful to participants with barriers that have been long-term unemployed and low income. For those customers that cannot afford to attend a traditional training program, the pre-apprentice program is significantly shorter in duration which allows the customers to seek gainful employment quicker.

KIM WDB will continue to closely collaborate with education partners, organized labor, community based organizations and business in order to develop innovative training solutions that are responsive to industry needs as they are identified.

B. Required detail on local program alignment to implement State Plan policy strategies.

i. Provide a description of the workforce development system in the local area that identifies programs included in the system.

The WIOA workforce delivery system in KIM Counties is comprised of eighteen One-Stop partners furnishing services designed to provide workforce development activities through local programs that increase the employment, retention, and earnings of participants. The programs are designed to increase attainment of recognized credentials by participants and improve the quality of the workforce and meet the skill requirements of employers. The WIOA partners seek to enhance the productivity and competitiveness of the local area through its workforce delivery system by creating innovative strategies to focus on employer engagement; strengthening of core programs; dissemination of best practices; and promoting effective use of technology to enhance the service delivery. In addition, the KIM WDA strives to increase innovation in how the delivery system works collaboratively to serve both business and jobseekers while utilizing different approaches to increase opportunities for the most marginalized populations, especially those with disabilities, to access competitive employment; and using technology to increase the prosperity of workers (both urban and rural) in the local area. The programs being offered enhance opportunities for local businesses to fill their vacancies with highly skilled and qualified job applicants, including those individuals with taxing barriers to employment by providing access to education and training that leads to employer recognized credentials and jobs which pay well.

These programs include, but are not limited to: Title I Adult, Dislocated Worker, and Youth: Resource (ETR) is the fiscal agent of KIM WDB; Title II Adult Education: Kern High School District (KHSD); Delano Joint Union High School District (DJUHSD); Title III Wagner-Peyser: California Employment Development Department (EDD); Title IV: California Department of Rehabilitation (DOR); Kern Community College District (KCCD); West Kern Community College District; Kern County Department of Human Services (DHS): TANF/CalWORKs; Veteran Services, Native American 166 program, Housing Authority of Kern County, Job Corps, Kern County Superintendent of Schools (KCSOS), and Kern County Public Library (KCPL).

Until 2017, Cornerstone Solutions, Inc. dba Job Corps (Job Corps) has been a scheduled presence in the one-stop, with an admissions person visiting the KIM's America's Job Center of California (AJCC) located in Southeast Bakersfield AJCC (SE - AJCC) once per month. Commencing on February 1, 2017, the San Francisco Department of Labor Office of Jobs Corps has authorized a full-time Job Corp admission staff member to be located at the SE - AJCC. Job Corps' full-time presence will have a significant impact in reducing the high percentage of disconnected youth in Kern County. Job Corps offers a comprehensive array of career development services to at-risk young women and men, ages 16 to 24, to prepare them for successful careers. Job Corps employs a holistic career development training approach which integrates the teaching of academic, vocational, employability skills and social competencies through a combination of classroom, practical and work based learning experiences to prepare youth for stable, long-term and high-paying jobs.

NEXT Step Vocational Education & Transition Center has been specifically designed to provide vocational education, training and job placement for young adults between the ages of 18 and 29 with Autism Spectrum Disorder, Autism, Attention Deficit Hyperactive Disorder, and Learning Disabilities. The KIM WDB is a partnering agency on this project.

The NFJP is a nationally-directed, locally-administered program of services for Migrant and Seasonal Farmworkers (MSFWs). KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. With a unique position as the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partner in the AJCC, the farmworker program allows for expanded services, leveraged funding, and increased opportunities. The farmworker program is well-integrated into the one-stop delivery system and bilingual staff at the AJCCs assist limited English-speaking customers to ensure they have equal access to services. The program partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agricultural labor.

The Kern County Behavioral Health and Recovery Services Department (KCBHRSD) offers counseling, psychotherapy, transportation relating to mental health treatment, assistance with obtaining needed medication, and substance abuse treatment. In addition, the program provides medical/dental/vision services, employment and vocational training. Some of these services are provided at the main Southeast AJCC (SE-AJCC) in Bakersfield.

KIM is a partner agency on the local Community Corrections Partnership which oversees AB109 funding for Kern County. As a partnering agency KIM receives a percentage of the County's AB109 funding to provide services to participants to help them overcome personal barriers, thereby increasing their chances of becoming productive members of society. The agency is able to leverage WIOA funding with AB109 funding to provide wrap around services to ex-offenders returning to the County.

The Small Business Development Center helps stimulate economic growth by assisting small businesses to succeed by providing knowledge and support throughout a vast array of expertise, including, but not limited to: business planning, loan packaging, social media marketing, e-commerce, media buying, public relations, insurance, food services, intellectual property, and human resources.

Community Action Partnership of Kern (CAPK) is the official anti-poverty agency for Kern County and has been working to provide an integrated network of services since 1965. One of more than 1,000 community action agencies nationwide, CAPK is one of Kern County's largest nonprofit 501(c) (3) corporations. Through a variety of programs and in collaboration with other community service agencies, CAPK helps participants pursue their educational goals, secure and retain employment, maintain adequate housing, receive medical services, obtain energy subsidies and weatherization assistance, encourages parent participation, counteracts hunger and malnutrition, provides child care and preschool education, and other personal and family development opportunities to build and achieve individual and family self-sufficiency.

The Senior Community Service Employment Program (SCSEP) is the only federal program targeted to help older workers. Each year, SCSEP enables thousands of low-income seniors to earn and learn while working in local programs serving their community. As the SCSEP grantee, SER Jobs for Progress, Inc. makes available affordable housing and social services throughout KIM Counties by providing individuals the opportunity to become self-sustaining, obtain quality education, employment and training opportunities, childcare, affordable housing, and other services that benefits the community as a whole.

- ii. **Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan:**

#1 Sector Strategies:

On October 19, 2016 KIM hosted a workforce summit to address key industry issues. Panels of experts were convened from key industry sectors, education, and economic development to discuss the findings in the ADE report and to begin the process of creating a plan to address identified skills gaps in the local and regional workforce. In addition, the conversation has been continued through three regional forums held in Kern County. Through this series of discussions critical skilled labor shortages have been identified by business as existing in healthcare, advanced manufacturing and logistics, and professional technical occupations. These findings are consistent with the ADE Regional Economic Sector and Skills Gap analysis performed for the CCWC, which indicates that more resources should be focused on these areas. KIM WDB recognizes the need to utilize business intelligence technology (EconoVue) to assist with its program performance data to help drive policy and program decisions to make ongoing improvements to our employment and training programs.

In response to Healthcare's shortage of workers, KIM WDB will apply for H1B funding to address the need for technicians. Work has already begun to form a regional coalition with hospitals, community colleges and Workforce Development Boards to create a customized training program that will result in a recognized credentialing program to meet the demands of hospitals within the region for healthcare technicians. In addition, local employers are indicating that there continues to be a shortage of LVN's and RN's. The main issue identified by training providers was a shortage of qualified instructors to provide the necessary classes to train LVN's and RN's. The local area will need to form an ad hoc working group to develop a plan to identify ways to attract more instructors for LVN and RN courses. Training providers indicated that the inability to recruit qualified instructors is due to the wage differential between what RN's make working in a hospital or clinical setting as opposed to wages paid to nursing instructors. It will be necessary for education partners and employers to work together to identify ways to offset the wage differential in order to recruit qualified staff to work as instructors and increase the number of available instructors for training LVN's and RN's.

In response to an expressed need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations by local employers, there are a number of programs in process both regionally and at the local level to address this need, including: the central Valley Slingshot Project, Bakersfield College's Advanced Manufacturing Program, and AHS' "1+1+2 = Game Changer" program. The AHS Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigated for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to training programs which offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the "1+1+2=Game Changer" program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern/ high-tech agriculture equipment. "1+1+2=Game Changer" allows students to pursue multiple pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students so that they graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

In order to meet job growth and skills attainment for the construction industry, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. In addition to meeting the demands of business, these programs are especially helpful to participants with barriers that have been long-term unemployed and low income that cannot afford to attend a traditional training program due to length of time spent in the classroom without earnings.

KIM WDB will continue to closely collaborate with education partners, organized labor, community based organizations and business in order to develop innovative training solutions that are responsive to industry needs as they are identified.

#2 Career Pathways

Enabling the progressive skills development through education and training programs utilizing multiple entry and exit points, in order that each level of skills development corresponds with labor market gains for those being trained or educated will assist seamless service and Career Pathways. These pathways will be flexibly designed and include, where necessary, remedial programming, and English as a Second Language training, to allow participants with basic skills deficiencies the ability to fully participate.

For example, AJCC partners recently met and developed a referral process which includes adult education and remediation. The referral process also includes designated staff at each partner agency to ensure that exit and on-ramp referrals are tracked. ADE and the H1B grant application identified in-demand occupations with potential career pathways that include: workers with supervisory and management skills, maintenance mechanics, and those with the ability to use computer operated processing controls and instruments (and related English competency). The Workforce Summit identified medical technicians, case managers for in home health, and general business skills. ADE also identified electricians as a high

demand occupation. The KIM WDB staff will be working with business and the education partners to jointly develop course work and training programs to provide stackable, industry recognized credentials that enable upward mobility along a career pathway.

#3 Organizing Regionally

KIM has been an active member of CCWC for approximately ten years. The CCWC is comprised of the eight workforce development boards in the Central Valley Regional Planning Unit (RPU) as identified by the State Workforce Board. As a member of CCWC KIM has participated in a number of regional grants designed to address issues in the central valley such as the Job Driven National Emergency Grant, Long Term Unemployed Grant, Veterans Employment Assistance Program, and the Central Valley Infrastructure Employment Project. All of these grant projects entailed extensive partnerships with education, labor organizations, other valley workforce development boards, economic development, Military establishments, Veteran Service Organizations, and local employers. KIM continues to participate in Business Sector Strategies work groups with regional partners. Staff also attend different forums held throughout the region for capacity building. CCWC has developed capacity development training that has engaged all regional partners and staff to promote best practices in the region.

KIM has also been an active member in the Central California Joining Community Forces Committee (CCJCFC) for the past 3 years. The Joining Community Forces is “a voluntary military cooperative partnership organized to provide multi-service networking for training and assistance to ensure “Total Force Family Readiness”.” The committee serves the purpose of linking outside organizations, nonprofits, faith based, military associations, government agencies, and military branches together to strengthen the support network for military personnel and their families throughout the State of California.

In addition, KIM has been actively involved in the San Joaquin Valley SlingShot project and will incorporate lessons learned into the KIM service delivery model including the use of collaborative efforts that include employers, industries, government, workforce, economic development and education stakeholders to identify career pathways and work to solve regional employment challenges.

#4 Utilizing Earn and Learn Strategies

KIM WDB has implemented earn and learn programs by utilizing training and education best practices that combine applied learning opportunities with material compensation. These programs facilitate occupational skills development in the context of actual labor market participation. The success of KIM’s earn and learn programs are a result of employer engagement. In addition, KIM has partnered with organized labor on pre-apprenticeship programs that have led to placement into apprenticeship programs. These programs are especially helpful to participants with barriers that have been long-term unemployed and low income. For those customers that cannot afford to attend a traditional training program, the pre-apprentice program is significantly shorter in duration which allows the customers to seek gainful employment quicker.

On-The-Job Training is a demand driven strategy to meet employer's hiring needs for a skilled workforce. Candidates are matched for suitability to learn the required skill sets. On-

The-Job Training is available for employers to hire permanent, full time employees who qualify and get reimbursed during the contract period for a portion of their training costs.

Earn and learn opportunities are provided for adult customers via both On-the-Job Training contracts and Paid Work Experience. Three standalone Paid Work Experience programs are available to adult/combined customers: The KHSD's Farmworker Opportunity Program (FOP), Career 4 Success (C4S), and the Mexican American Opportunity Foundation's Subsidized Work Experience Program (SWEX). These programs offer paid work experience and soft skills development to customers who need hands-on experience in the workplace post-training, or who have been unemployed and need to re-establish a work history. All youth-only WIOA programs are required to provide Work Experience activities for their participants.

Through AB109 funding ex-felons benefit from paid work experience by being reintroduced to the workforce and building trust with employers and the community. Their work experience and essential skills training enhances their ability to gain and retain employment. By gaining recent work history and current skills their chances for unsubsidized employment are increased.

#5 Supportive Services

Supportive Services are provided to eligible customers that present a financial need which affects their ability to obtain or maintain employment. Current services include, but are not limited to: transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. KIM coordinates with One Stop partners and other community based organizations to provide services not afforded by KIM. In the interest of improving customer service, One Stop partners have developed a formal referral process between themselves that will direct referrals to a referral coordinator at each agency. The coordinator will serve as a point of contact for the customer and be responsible to report the outcome of services. This prevents duplication of services, enhances braiding of resources, and prevents the customer from being lost in red tape. KIM also maintains a resource directory of services available through other agencies and community based organizations. The directory provides contact information for organizations providing transportation, utility assistance, legal services, child care services, food, clothing, shelter, tax assistance, substance abuse counseling, and assistance for battered women, and youth in crises.

Two examples of coordination with partners are:

Supportive services are used for eligible customers to take the bilingual exam at Bakersfield College. Attainment of this recognized certificate qualifies them for many job opportunities with private employers and public organizations.

Community Connection for Child Care provides subsidized child care services to families meeting eligibility criteria. Families in need can either place their child(ren) in licensed day care programs or may have a family member compensated while caring for their child(ren). This is a much needed service to individuals entering the workforce. KIM leverages funds by making direct referrals for services without utilizing WIOA supportive services dollars.

#6 Building Cross System Data Capacity

Over the next four years the KIM WDA will continue to regularly schedule meetings with AJCC Partners to discuss creating cross-system data capacity that measures factors such as: skills/competency attainment for those who receive training or education under the program; relevant program completion; employment placement; educational progression; income; and other data for programs. In addition, labor market and performance data will be used to assess the value of those investments.

Currently ETR, as an active partner in the Community Corrections Partnership (CCP), is involved with the process of creating cross-system data capacity for the AB109 programs funded through the CCP and administered through Kern County Probation. The system must be user friendly as Community-Based Organizations (CBOs) and other county agencies must have access to the system but also have security measures to restrict access to law enforcement's data pertinent to the criminal histories of participants. Kern County Probation has enlisted the help of PEW in an advisory role to ensure collection of all relevant data to ensure the fidelity of programs and see the best return on the dollar. KIM will utilize the best practices from this emerging model.

#7 Integrating Services Delivery and Braiding Resources

KIM offers integrated service delivery by braiding resources and coordinating services at the local level to meet client needs. Some of the programs the agency leverages include: TANF/CalWORKs, Transitional Age Youth (TAY), NFJP, and AB109.

Following are examples of how these services are braided:

Paid Work Experience

CalWORKs participants are provided Paid Work Experience (PWEX). Participant are enrolled among three service provider agencies: KHSD, Mexican American Opportunity Foundation, and Proteus, Inc. The service provider agencies place participants in public and private sector work sites. Participants are assigned work schedules that range from 20 to 40 hours per week. Work experience assignments will last up to six months.

CalWORKs Placement

KIM provides supervised job placement services through a contract with the DHS. These services include: online applications, preparation of resumes, interviewing techniques, registration into the CalJOBS website, ensuring that the participants complete minimum weekly employer contacts and that they complete minimum participation hours. Case journal notes are documented and activities are monitored and reported to DHS on a regular basis.

E Jobs Program

KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. The unique position as the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partners in the AJCC, allows for expanded services, leveraged funding, and increased opportunities for farmworkers. The farmworker program is well-integrated into

the one-stop delivery system. Bilingual staff at the AJCCs assist limited English-speaking customers and ensure that they have equal access to services.

AB 109 Ex-offender Re-entry

KIM is an active member in the Community Corrections Partnership (CCP) in Kern County. ETR collaborates with Probation, Sheriff's, KCBHRSD, the District Attorney, Public Defender, Bakersfield Police Department, DHS, and local community based organizations to coordinate support and services to ex-offenders served under the Public Safety and Realignment Act of 2011. Participants are assessed; barriers are identified and services are then aligned to the individual needs of each participant utilizing the services of the partner agencies. Efforts are coordinated to eliminate barriers, reduce duplication of services and provide for the best return on investment.

Culinary Training Collaboration

ETR and Bakersfield Adult School (BAS) have collaborated to offer a Culinary Training program in previously vacant cafeteria facility at the SE - AJCC. The 18 week course provides an introduction to food service career opportunities and requires mastery of entry-level food service preparation and culinary skills as well as customer service, with up to 20 participants per semester. In addition to culinary and customer service training, participants also receive the ServSafe California Food Handler certificate required to work in a commercial kitchen in California.

Transitional Age Youth (TAY)

The TAY program is a collaboration between ETR, KHSD Career Resource Department (KHSD-CRD) and KCBHRSD. Funding comes from the KCBHRSD's Mental Health Services Act - Prevention and Early Intervention (MHSA-PEI) program. TAY provides comprehensive work-readiness' life skills development followed paid work experience and job search/placement activities for up to 40 young adults ages, 16-25. These youth have mental health diagnoses as well as additional barriers to self-sufficiency such as status as a current or emancipated foster youth, involvement in the criminal justice system, educational underachievement or learning difficulties due to these factors. Paid Work Experience is provided by KHSD-CRD; KIM staff provide career exploration and work readiness training; KCBHRSD provides counseling and other wrap around services. This integrated service delivery model has proven to be crucial in working with participants who may be dealing with mental health issues and other significant barriers.

Youth Re-Engagement Center

Youth Re-Engagement Center: ETR, in collaboration with WIOA partners including the EDD and DHS, have partnered with the KCPL system to begin developing a comprehensive Youth Re-Engagement Center to reach out to local disengaged youth. Partners are planning to host out-of-school youth ages, 16-24 and provide staff-assisted services such as resume development, mock job interviews and essential skills workshops. Guest speakers, job fairs and problem-solving "hack-a-thons" will be scheduled to provide a variety of activities for youth looking for job training and employment opportunities. In addition to training opportunities participants will have access to state of the art equipment including digital cameras, Macintosh computers with Adobe photo and movie-editing software, Lego robotics, IMAX theater equipment and 3D printers all provided by the KCPL system. The Youth Re-

Engagement Center will be marketed in a joint-effort between participating agencies. Marketing strategies will include local event outreach, flyers and media advertising. In addition, marketing content curated by youth participants for websites and social media platforms will be primary methods used for local outreach.

Business/Back to Work Center

KIM recently re-opened a Business/Back to Work Center as a specialized AJCC One Stop center. The center will be braiding resources and coordinating services specific to employers and dislocated job seekers. Business Engagement will be the primary focus and Rapid Response and Layoff Aversion will be the secondary focus of this center. The center is located within a commercial district providing convenient access to professional business services such as: business recruitments, forums, and applicant screening. Services for dislocated workers will include: financial literacy, job loss coping skills, computer literacy and resume and job search assistance. While the center is currently staffed with WIOA personnel the plan is to bring in additional partners such as the Small Business Development Center (SBDC) to provide entrepreneurial training and mentoring for dislocated workers that desire to open their own businesses.

Human Centered Design

CWA Challenged WD Boards to design new and innovative programs using the Human Centered or Customer Centered Designed concept to serve specific populations in their respective communities. The goal of the project was to place the customer at the center of the solution to a specific problem and involve them in program design and implementation. The Kern Youth Partnership (KYP) team was formed and is comprised of KHSD, ETR, DHS, DOR, KCBHRS and Probation to address the issues of disconnected youth. Out of 80 Human Centered Design applicants, the KYP team was selected as one of 15 teams that were nationally recognized at the White House. The plan is to start a pilot project in the spring 2017 utilizing interns from CSUB to provide essential skills and mentoring services to high school students at risk of dropping out of school.

Mobile Employment Center

Commencing in May 2017, KIM WDB will be using a green mobile employment center to offer job placement services to its customers in rural areas, such as resume assistance, skill assessment, job search assistance, consultation with a Job Specialist, training referrals, and internet access. This thirty-six foot vehicle is specially equipped to provide access to services to customers that are not typically found in rural areas throughout KIM.

C. Required detail on specified services and service delivery strategies

- i. Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 240(a)-(M).**

The WIOA Partners recognize the benefits to customers in ensuring that the seamless one-stop delivery system is quality-focused, employer-driven, customer-centered, and tailored

to meet the needs of the local economy. For example, the AJCC partners recently met and developed a referral process which includes designated staff at each partner agency to ensure that exit and on-ramp referrals are tracked. It is designed to increase access to, and opportunities for, the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. WDB plans to expand access by establishing new centers and using technology for recruitment and retention. For example, the recently opened a Back to Work/Business Center which will provide expanded access to employers and dislocated workers in a new location. Staff are working on opening a Youth Re-Engagement Center with non-traditional hours to provide services to youth ages 14-24. In addition, during the next four years the plan is to increase access through online services which is particularly important for individuals who have disabilities, transportation issues, and other barriers to access. Regularly scheduled partner meetings identify gaps in services and open discussions with partnering agencies on how best to collaborate to provide a seamless, customer focused one stop system.

ii. Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The ADE report provided the KIM WDB with the foundation to begin work on the Career Pathways and WIOA provided the funds through the use of incumbent worker training. The report highlighted those occupations within the industry clusters that show growth and present an individual with a sustainable wage. KIM WDB utilize this data at the Employer forums to discuss the matriculation of classes and employer training, outreach to participants and incumbent workers, a policy for co-enrollment and the leveraging of funds. KIM WDB held Workforce Forums in November and December of 2016 which convened educators and businesses to facilitate developing career pathways and incumbent worker training. As a result of the Workforce Forums, KIM WDB through its fiscal agent, ETR has scheduled soft skills workshops and expanded training opportunities based upon the employers' needs. In addition, due to the positive feedback from attendees, ETR will be scheduling quarterly forums.

1. Build Cross-Agency Partnerships and Clarify Roles

- a. AJCC Partners have structured career pathways and training for specific industries that are in high demand – Certified Nursing Assistant (CAN) to LVN to RN programs; Truck Driving to Crane Operators; and career stacking for Welding certifications such as: Plate, TIG, MIG, Pipe, and Arc. KIM WDB has a long history of commitment to the healthcare sector, collaborating on two regional healthcare initiatives with neighboring LWDAs since 2001. Other collaborations include work with the KCCD's Bakersfield College's Allied Health and Nursing Program 15% Governor's Discretionary Grant program. KIM WDB funds have been used to pilot a LVN program at the KHSD's Bakersfield Adult School; which is now certified and has been operating since 2003. Additional funds were used to provide an on-the-job training contracts for RN 18-week residency in acute care settings. Examples

of health career ladder programs KIM WDB funds include classroom training for CNA, LVN, Emergency Medical Technician, Pharmacy Technician, and RN.

2. Identify Industry Sectors and Engage Employers
 - a. Using the ADE Report and Economic Development Agencies to identify industry sectors helped to engage local employers for workforce forums to hold discussions about creating training and career pathways for positions within their businesses.
3. Design Education and Training Programs
 - a. Integrate information from employers regarding the skills and education required for job vacancies and how the local training vendors or educators can assist with those skills, aptitude or knowledge acquired through educational programs.
4. Identify Funding Needs and Sources
 - a. KIM researches public and private funding opportunities available to meet the local community needs for providing job seekers training and education in career pathways for high-demand careers.
5. Align Policies and Programs
 - a. KIM and education partners will support the state combined plan to align policies and programs to facilitate alignment among workforce, education, and human services to ensure that individuals can move seamlessly from school to work and earn in-demand credentials.
6. Measure System Change and Performance
 - a. KIM will work with all partners to collect data and develop metrics for performance reporting.

Employers expressed a need for additional upskilling in advanced manufacturing, logistics, professional and technical occupations. There are a number of programs in process both regionally and at the local level to address this need including the central Valley Slingshot Project, Bakersfield College's Advanced Manufacturing Program, and AHS' "1+1+2 = Game Changer" program. The AHS Game Changer program is a collaborative effort between Kern County, the WDB, AHS, and Bakersfield College. The program is funded through Kern County Pathways to Processing funding which is mitigation for the conversion of prime agricultural land to solar power uses. The mitigation funding is dedicated to fund training programs to offset the loss of local agricultural jobs. Funding is reinvested in areas most impacted by job losses from the conversion of land from agricultural uses to solar power production. Therefore, AHS was selected as the site to implement a pilot program called the "1+1+2=Game Changer" program. The Game Changer training program will provide AHS students with access to state of the art interactive classrooms and modern/ high-tech agriculture equipment. "1+1+2=Game Changer" allows students to pursue multiple

pathways that can lead to General Education certification, associate degree, and/or baccalaureate degree. The associate degree program is offered through Bakersfield College and runs concurrent with high school courses for participating students. The students graduate from high school with an associate degree and are on track to complete a baccalaureate degree on an accelerated schedule.

- iii. Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.**

Board staff met with staff from CSU Bakersfield, KHSD's Bakersfield Adult School, Bakersfield and Taft Colleges, and KCSOS regarding improved access to credentials. One of the colleges suggested encouraging local employers to increase use of WorkKeys as an assessment tool for their specific occupations. Another suggestion was to provide additional cross training to staff in order to better understand how more students, not just those enrolled in target industry clusters, might be assisted by the AJC system including access to supportive services. Suggest staff assist individuals that need out-of-state, out-of-country credentials evaluated to meet the credential requirements of California.

The WDB has also partnered with the KCPL to provide a literacy/digital literacy lab at the main branch, Beale Library. Students needing to improve their keyboarding and computer skills may make appointments for one-on-one tutoring to learn how to navigate the World Wide Web as well as the Windows Software programs. Beale Library also provides tutors in Math and reading through scheduled appointments; have access to practice tests on a variety of subjects; and non-traditional hours of operations to afford more public use and support the adult learner. Utilizing partners to strengthen the support networks for students and adult learners will help with retention to ensure forward progression of credentials.

- iv. Provide a description of the way Local Boards and their partners will facilitate engagement of employers in workforce development programs, including small employers and employers in in-demand industry sectors and occupations.**

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

The board will enhance its connection with the SBDC and KEDC in order to build its capacity to serve additional needs of the business community. As WIOA allows the use of Adult and Dislocated Workers funds to be utilized for incumbent worker training, this connection with

the SBDC and KEDC will assist KIM to market this service to business and aide in the development of career ladders. To further strengthen this relationship, KIM's Back to Work/Business Center will serve as an incubator site for businesses to begin human resources activities while they transition to their permanent locations.

Per the KIM WDB Bylaws, while reviewing potential Business members, consideration will be given to local and/or regional Labor Market Information and industry sectors targeted in the Local Plan. Under WIOA, the KIM WDB membership nomination/application form now includes a question regarding the number of employees at the applicants business in order to determine if Business applicants represent a small business. WDB members include the Small Business Development Center, as well as two members whose firms provide business consulting, capital and small to mid-sized business start-up technical assistance.

v. Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

KIM WDB has and will continue to convene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. These industry forums are led by the KIM WDB Members and engage all one stop partners, educational providers, businesses, trade unions, and community based organizations. The forums include employers who have a history of offering high-demand, high- wage job opportunities to historically disadvantaged populations. The Back to Work/Business Center will braid the services between employers and dislocated job seekers. Rapid Response and Layoff Aversion will be a primary focus of this center. The center is located within a commercial district providing convenient access to professional business services such as: business recruitments, forums, applicant screening, and small business development services.

The KIM WDB offers business services to employers, including, but not limited to, Earn and Learn Programs, On-the-Job Training, Paid Work Experience, Incumbent Worker Training, and Customized Training. In addition, KIM WDB anticipates having WDB Sector Champions with large businesses to align our regional and local employment goals to meet employers' needs.

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

Kern County integrated the staff to the Workforce Development Board (WDB) into the County's Division of Economic and Workforce Development in May of 2015. This Division of the County Administrative Office is responsible for coordinating all economic development activities including the administration of pay for performance contracts with Kern Economic Development Corporation (KEDC) and California State University Bakersfield's (CSUB) Small Business Development Center (SBDC). The SBDC covers the same footprint as the KIM WDA and offers many of its consulting services electronically and through webinars. The division also administers contracts for economic development activities with a number of smaller entities engaged in economic development activities. This structure provides direct access

for the KIM WDB to work with economic development agencies on projects and activities that provide opportunities for participants in the KIM WDA. For example, when the Governor's Office of Business and Economic Development, GO-Biz, contacts the County's Division of Economic and Workforce Development about potential projects relocating into the KIM area, the division coordinates with partner agencies including the economic development agencies to ensure that the business receives labor market information (LMI) and information on the options for workforce training including customized training through the Employment Training Panel (ETP) and On-the-Job Training (OJT). In addition, KEDC and CSUB's SBDC are members and active participants on the Workforce Development Board.

- vii. Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.**

AJCC customers are currently referred to 1-800# or website for online unemployment insurance (UI) assistance. State UI staff currently provide assistance via the 1-800 number. WDB staff are working with EDD Partners to expand other available services to better assist customers with UI program needs. EDD will provide a UI Navigator at the main branch of the KIM LWDA (i.e. SE - AJCC). The KIM UI Navigator will be available in the Resource Room to assist UI applicants, acting as a "bridge" to self-sufficiency on the upgraded UI website. Individuals in need of additional assistance may be seen privately at the Navigator's office.

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

- i. Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.**

The WDB has implemented the use of benchmarks in service provider contracts as well as quarterly review of said contracts. Should any agency fail to reach a benchmark in their performance, technical assistance will be provided and a corrective action plan will be developed in conjunction with the agency. In addition, the WDB has also voted to have three members of the Board serve as evaluators during the Request for Proposals (RFP)/Request for Re-Funding (RFR) process to ensure that the services being solicited meet the requirements of the WDB and WIOA. The WDB is working to develop a schedule of visits to the training providers to learn more about how the agencies operate, the full scope of their programs and utilize this information to better develop metrics on performance.

- ii. Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.**

KIM WDA spans more than 21,400 square miles of fertile farm land on the Central San Joaquin Valley floor, the arid Mojave Desert, and the mountains of the Eastern Sierra Region. The KIM WDA is larger in area than the State's largest county, San Bernardino. Sparsely populated, the residents of Inyo and Mono Counties comprise 3.5% of the Workforce Development Area's population of 918,878 (Jan 1, 2016) residents. Due to the seasonal nature of employment, sparse population, low number of employers, and other factors, most economic studies do not target individual employers in Inyo or Mono Counties but rather aggregate data for the Eastern Sierra Region.

Given the breadth of the Workforce Development Area (WDA) KIM plans to utilize technology such as Skype and various Social media to facilitate access to services and enhance the currently maintained websites: www.americajobcenterofkern.com, www.americasjobcenerofinyo.com, and www.americasjobcenterofmono.com . These websites provide information regarding current training and employment opportunities, employer recruitments, job fairs, industry forums, and connections to all AJCC partner services and programs. Other enhancements under consideration for inclusion are: video links that would allow both employer and job seeker customers to review more information about specific programs and services at their convenience; an on-line orientation to offer an additional on-ramp to services to assist incumbent workers, customers with accessibility or transportation barriers, and anyone unable to visit centers during regular hours of operation; and the use of remote access points. Kern County established remote access points for county services using San Joaquin Air Pollution Control Grant aimed at reducing vehicle miles. These remote access points are provided using video equipment and microwave that could be used to provide career services in outlying areas. KIM WDB will be exploring these and other technological options for service delivery in remote areas.

At the present time KIM WDB is partnering with the KKCPL system to help expand AJCC services for customers that are unable to visit the centers during regular hours of operation. The KCPL system has 24 branches some of which are located in remote areas of the county. KIM also partners with a community based organization that offers a Green Mobile One Stop Unit that operates on bio diesel fuel and solar panels and can travel to remote locations to provide services to "hard to reach" populations. In addition to these services, KIM offers non-traditional hours to meet the needs of employers and job seekers. At the new BTWC and Youth Re-Engagement Center, KIM will offer non-traditional business hours to accommodate job seekers services and business that need to recruit, test and interview after normal business hours.

CareerHub

On January 6, 2017, KIM WDB was awarded the Workforce Accelerator 4.0 - Innovation Impact Project (Accelerator 4.0 Grant) from the CWDB and EDD which seeks to replicate the Career Hub's Virtual Service Model ("VSM"). The program will serve 1,500 Adults and Dislocated Workers, Disconnected Youth, and Low-Income Workers and work with WIOA partners at KHSD, DOR, and DHS. The VSM will permit staff to communicate more effectively and efficiently with clients by texting information to their mobile devices. This will allow staff to provide job seekers in the targeted populations with assistance through the use of innovative service delivery methods. Staff will be able to provide technical assistance, coaching, virtual training, reminders, referrals to on-line and shared community resources, notices to job/resource fairs and other employment opportunities, and matching clients with

job opportunities via text, email and voicemail to the customers' smartphone regardless of their geographic location. The VSM will increase efficiency and program outcomes through engagement of the targeted population. The Accelerator 4.0 Grant period start date was February 1, 2017 with a grant end date of January 31, 2018.

- iii. **Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities**

KIM has universal work stations located at the SE - AJCC and Delano AJCC comprehensive one-stop Centers as well as the Oildale AJCC Affiliate office. KIM has a universally-accessible workstation located in the 1st floor Resource Room and is available to any person with a disability including those with mobility, hearing and visual barriers. The workstation is placed in the first row of computers at the front of the room near the entrance where the Resource Room staff member is located. This allows for easy access to the workstation and staff is readily available for assistance. The universally-accessible computer has Windows-based software with assistive technology including:

- *Screen Magnifier*: Magnifies the computer screen up to a maximum of 1500%
- *Narrator*: Requires the use of headphones and has the ability to read a selection of words or paragraphs
- *Speech Recognition*: Uses an external microphone for speech-to-text. The built-in MS Windows software works in all applications including the MS Office Suite, Google Chrome and Internet Explorer
- *Flatbed Scanner*: Compatible peripheral device connected to the workstation with the capability to scan both text and image documents to various file types including PDF, JPEG, TIFF via push button on the scanner and/or an on-screen guide

KIM WDB is aware of the difficulties individuals with disabilities encounter when accessing One-Stop services and is committed to ensuring individuals with disabilities have physical and programmatic access to the One-Stop system and services. The DOR administers California's Vocational Rehabilitation (VR) program and is represented on KIM WDB. KIM One-Stops promote universal access in order to achieve full compliance with state and federal laws and to increase employment of individuals with disabilities. KIM WDB's staff are provided annual training to improve and coordinate agency services to customers with disabilities. KIM One-Stop facilities are compliant with the Americans with Disabilities Act and offer TTY, Braille materials and other adaptive equipment as requested. One-Stops are located near major bus transportation routes which allow for easy access. Most One-Stop Resource Rooms contain Universal Access Workstations (UAW) which are available to any

person with a disability including those with mobility, hearing and visual barriers. KIM complies with all State issued policy guidance with regard to access for individuals with disabilities. Kern County also contracts with an American Sign Language (ASL) interpreter service. Spanish bi-lingual staff can translate documents as needed, while other languages are available when requested.

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

The purposes of the WIOA MOU Phases I and II (MOUs) are to establish a cooperative working relationship between the AJCC Partners and define their respective roles and responsibilities in achieving the policy objectives of a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. The MOUs also serve to establish the framework for providing services to employers, employees, job seekers and others needing workforce services. The AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan: Foster demand-driven skills attainment; Enable upward mobility for all Californians; and Align, coordinate, and integrate programs and services. These objectives are accomplished by ensuring access to AJCCs that provide the full range of services available in the community for all customers, including those with disabilities, seeking assistance with any of the following: Looking to find a job; Building basic educational or occupational skills; Earning a postsecondary certificate or degree; Obtaining guidance on how to make career choices; and Seeking to identify and hire skilled workers. The one-stop delivery system is bringing together workforce development, education, economic development programs and agencies, and other employment services in a seamless customer-focused, friendly delivery network that enhances access to program and services, and improves long-term employment outcomes. The AJCC Partners are committed to administering the independently funded programs as a set of integrated streamlined services to job seekers and employers, by: helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; providing an array of employment and business services and connecting customers to work-related training and education; continuing to align investments in workforce, education and economic development to regional in-demand jobs; and reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to gain and retain employment. The AJCC Partners will meet the newly imposed deadline of September 1, 2017 to have finalized Phase II of the MOU which will include the contributions being made by the collocated AJCC Partners for the infrastructure costs for the three comprehensive AJCC One-Stop Centers as well as the contributions being made by colocated and non-colocated AJCC Partners to all other systems costs, including career services and shared services.

v. Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local

AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d) (11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Appendix of agreements:

1. KIM WDB with the AJCC Partners, WIOA Memorandum of Understanding, Phase I

- vi. Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.**

KIM MOU includes Indian and Native Americans equal access to all services. KIM has been working with the Native American representative to assist this population with services. KIM will utilize this partnership for additional recruiting purposes and to market services for the Native Americans residing in the region.

- vii. Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.**

KIM has been the WIOA Section 167/NFJP grantee for Kern County since 1981. As the administrative entity for the KIM WDA for WIOA Title I funds, staff to the KIM WDB, and partner in the AJCCs, the farmworker program allows for expanded services, leveraged funding, and increased opportunities. The farmworker program is well-integrated into the one-stop delivery system. Bilingual staff at the AJCCs assist limited English-speaking customers and ensure equal access to services. As WIOA further evolves and the MOUs with the partner agencies are fully developed, a referral process to partner agencies for services will be in place to expand services for farmworker clients.

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

In coordination with the RPU, through the Regional Plan, sector pathways will be identified and processes will be implemented to provide information and access for customers. KIM will actively participate in the process and convene regional partners to align programs with identified regional sector pathways.

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

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

The County has integrated the staff to the Workforce Development Board (WDB) into the County's Division of Economic and Workforce Development in May of 2015. This division of the County Administrative Office is responsible for coordinating all economic development activities including the administration of a pay for performance contract with Kern Economic Development Corporation (KEDC) and CSUB Small Business Development Center (SBDC). KEDC is a Board member of the California Central Valley Economic Development Corporation (CCVEDC), which facilitates economic development at the (eight-county) regional level. CSUB's SBDC provides services to the KIM WDA and offers many of its consulting services electronically and through webinars.

The WDB Youth Committee has been working with the SBDC and the KCPL system to establish a business center and incubator to be located within library facilities. This program will be implemented incrementally starting with the Beale Library, the largest most heavily used facility in the KCPL system. In total, there are 24 public libraries in the system that provide access to even the most rural areas. KCPL system is currently working toward providing Wi-Fi and computer access at all 24 facilities, which will allow the SBDC to provide virtual services for entrepreneurs throughout the KCPL system. The Division of Economic and Workforce Development is also responsible for the negotiation of development agreements within the County. The division is currently negotiating a development mitigation that would pay for an entrepreneurial center as a collaborative effort between the local SBDC and the WDB.

In addition, the division is working on a coordinated effort between the WDB, SBDC, KEDC, Community Action Partnership of Kern (CAPK), Public Health, and Planning and Community Development on a culinary incubator that would provide training and micro enterprise loans for participants interested in starting a food service businesses. CAPK is the recipient of the Community Services Block Grant (CSBG) and Kern County's Planning and Community Development Department is the recipient of the Community Development Block Grant (CDBG). Microenterprise loans are available through Planning and Community Development's CDBG funding.

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

The full array of WIOA employment and training activities are available in the local area through the AJCCs and partners on ramps. Training is accessed through qualified vendors on the Eligible Training Provider List (ETPL) using Individual Training Accounts (ITA's). Other training is available through contracted classes with providers who meet the WIOA exceptions. Training is offered for in- demand occupations that meet the needs of local and regional employers. Emphasis is on programs offering industry recognized credentials,

career ladders and work based learning. Partner agencies are committed to systems alignment and service delivery coordination. Activities are assessed using various tools and benchmarks to measure performance. The WDB visits select programs, and staff monitor all programs for WIOA compliance. Local performance goals are negotiated with the state through the RPU. Efforts at integrating performance reporting with AJCC partners will be pursued over the course of the four year plan.

iii. Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.

The KIM WDB will take a coordinated approach with One Stop partners and relevant stakeholders to conduct Rapid Response activities in the local area for the purpose of effective delivery of services in matters of business closures, downsizing or for layoff aversion. Under WIOA, the State has interpreted “layoff aversion as an integral component of Rapid Response policy” (EDD Directive WSD 16-04, July 22, 2016). Therefore, it anticipates that KIM WDB will incorporate the two.

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

The Board will still use WARN notices, media, and word of mouth for notification of layoffs. Upon notification, the Rapid Response Team, comprised of EDD and Board staff, will conduct outreach to the businesses and offer to provide onsite or offsite Rapid Response workshops to affected individuals. In the spirit of the law, “Rapid Response will be available regardless of the number of affected workers” (CFR 682.300). The workshops will address Unemployment Insurance Benefits, Trade Readjustment Assistance, WIOA training and job services, and other resources and programs. A sampling of the partners that the Board will invite to participate are Dept. of Child Support Services, Keep Your Home California, and Dept. of Human Services. In cases where Layoff Aversion and Rapid Response will have a regional impact, the KIM WDB will coordinate with regional Boards to serve those impacted.

iv. Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

Comprehensive, year-round WIOA youth workforce development services are provided currently via a network of eight subcontracted youth service providers, who operate a total of seven In-School and eleven Out-of-School programs. Services are provided in Greater Bakersfield, Delano/North Kern, Tehachapi and Southeast Kern, and Taft/West Kern. Youth service providers provide most of the 14 Elements of Service directly, the rest via referral, and are required to provide ETR with partner agency information for any services not offered directly. All are required to offer work experience. During the procurement process, priority may be given to programs serving participants with additional barriers such as foster/emancipated foster youth and youth with disabilities. Successful models include KHSD's Adolescent Career Transition program for emancipated foster youth and Tehachapi Unified School District's In-School Youth program which has leveraged funding with their WorkAbility program to serve youth with learning and physical disabilities. ETR has applied for a Disability Employment Accelerator grant to help individuals who are deaf or hard-of-hearing transition to the workforce in the healthcare and manufacturing industries. Approximately 20% of these participants are expected to be between the ages of 18 and 24.

ETR and KHSD have also partnered with the KCBHSD to provide work-readiness training, paid work experience and job placement services to Transitional Age Youth (TAY) in the foster system who also have a mental health diagnosis (this is funded with Mental Health Prevention and Early Intervention funds). TAY program staff have been invited to multiple conferences to present this model, and also received an award from the County of Kern for using teamwork across different departments to achieve success.

On a broader note, ETR participated in the federally-funded Human Centered Design Challenge and our youth-focused model was one of 15 entries whose teams were invited to the White House last summer. We are now utilizing this model to establish a standalone youth center at the Beale Library in downtown Bakersfield, where we will be reaching out to all youth, but with a particular focus on youth and young adults who are disengaged from school and the workforce. The library recently acquired technology in LEGO robotics, 3-D printing, and software for digital photography, photo editing, movie production, website design and gaming. The use of technology is both vital to future employment opportunities and is of interest to young people which serves as an introduction to various industry sectors. To provide equal access for people with disabilities, ETR offers a Resource Room which includes a dedicated, universally-accessible workstation equipped with screen reader software and verbal dictation capabilities, compatible with Windows, Microsoft Office Suite and internet browsing software.

Job Corps and YouthBuild (Foundation for Second Chances) are colocated partners in our Southeast – AJCC. Activities in the larger community include, the Dream Center for foster youth operated by the Kern County Network for Children, a collaboration between Kern Community College District - Bakersfield College and Arvin High School designed to connect rural high school students to the college via distance learning, where they will participate in articulated classes and activities in advanced agriculture.

- v. Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce**

development activities to coordinate strategies, enhance services, and avoid duplication of services.

The WDB through its fiscal and administrative agent, ETR believes strong relationships with educational institutions are critical for many of the services the AJCC delivers on a regular basis. One of the methods ETR follows to help coordinate education and workforce activities with secondary and postsecondary programs is to make sure there is regular communication between agencies. The WDB meetings serve as a place to convene education partners to learn about what the other is doing and how the organizations can collaborate. In regards to higher education, the WDB has members from the Kern Community College District and Kern High School District. In addition, the KIM Youth Committee has members from Kern High School District, Kern Community College District, Mexican American Opportunity Foundation, and Cal State University, Bakersfield. This helps align programs between WDB and education to leverage resources where possible and avoid duplication of effort. These representatives are encouraged to share information about their programs and initiatives to explore possible ways to work together, avoid duplication of efforts, and ensure smooth transitions for participants between core programs to improve successful post-secondary completion and employment. Specifically, the WDB and its AJCC delivery system have coordinated relevant secondary and post-secondary education programs by supporting and attending various advisory board meetings at the community college level to bring a workforce perspective.

In addition, WDB staff attend meetings of the Kern Adult Education Block Grant (AEBG) Consortia. The AEBG education provider Consortia has submitted the 3-Year Consortia Plan/Application for 2015 and 2016-2017 Plan Update, and the 2016-2017 Plan Update was approved by the WDB on December 15, 2016. For new AEBG plans or annual Plan updates, Board staff will continue to attend consortia meetings and solicit Plans/Updates for the WDB review. The WDB will also continue to receive input from consortia members on the WDB, in order to align efforts between Title I and Title II programs. The WDB will share both the local and regional plan with AEBG applicants annually.

On October 19, 2016, the WDB hosted an Annual Workforce Summit to address industry issues affecting the local and regional workforce. Panels of experts were convened from education, workforce, and economic developers, employers, and business/industry associations to build a stronger and more qualified workforce, as well as local and regional best practices in workforce development. Topics included talent preparation strategies, talent recruitment strategies, talent retention strategies, and best practices for addressing barriers for workers, including those for people with disabilities.

The WDB will continue to coordinate education and workforce activities in relation to secondary and post-secondary education programs through coordinated efforts in career

pathway development that includes Title II adult education and literacy partners, and employer input, as well as collaborative efforts with AJCC delivery system partners. The WDB will identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers and jobseekers. The WDB will connect with representatives of secondary and postsecondary education programs in the local area in order to develop and implement career pathways that meet the current and developing needs of business.

- vi. Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.**

Supportive Services are provided to WIOA customers who present a financial need that affects their ability to obtain or maintain employment. Services include transportation, hygiene kits, tools, uniforms, certifications/license fees and other expenses such as books and background checks. ETR coordinates with One Stop partners and other community based organizations to provide services not afforded by ETR. In the interest of improving customer service, One Stop partners have developed a formal referral process that will direct referrals to a referral coordinator at each agency. The coordinator will serve as a point of contact for the customer and be responsible to report the outcome of services. This prevents the customer from being lost in red tape, eliminates the duplication of services, and enhances the braiding of resources.

Examples of coordination with partners include the following: Supportive services are used for eligible customers to take the bilingual exam at Bakersfield College. Attainment of this recognized certificate qualifies them for many job applications with private and public organizations. Community Connection for Child Care provides subsidized child care services to families meeting eligibility criteria. Families in need can either place their children in licensed day care programs or may have a family member compensated while caring for their children. This is a much needed service to individuals entering the workforce. ETR leverages funds by making direct referrals for services without utilizing WIOA supportive services dollars.

KIM also maintains a Community Services Directory to provide access to additional services offered to local residents through community based organizations and other public sector agencies.

- vii. Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.**

Currently through a one stop coordinator, partners meet regularly to align, coordinate and integrate services to ensure that the one stop delivery system is not duplicative. The AJCC Partners are committed to administering independently funded programs as a set of integrated streamlined services to job seekers and employers, by conducting partner meetings, producing marketing materials, coordinating job fairs, providing soft skills

workshops, entering into a universal job posting systems, offering cross promotion of services, cross training of staff, and developing a referral process to ensure customers' needs are met.

- viii. Describe how the Local Board will (1) coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.**

During the WIOA intake process, customers will be assessed for basic skills proficiency. KIM and AJCC Partners have developed a referral process to coordinate activities and services with adult education and literacy activities. Customers that are basic skills deficient will be referred to the appropriate adult school partner.

A cross section of education partners are WDB members which ensures collaboration to enhance services. This helps align programs between WDB and education to leverage resources where possible and avoid duplication of effort. Board staff attend meetings of the Kern AEBG Consortia. The AEBG education provider Consortia has submitted the 3-Year Consortia Plan/Application for 2015 and 2016-2017 Plan Update, and the 2016-2017 Plan Update was approved by the KIM WDB on December 15, 2016.

For new AEBG plans or annual Plan updates, Board staff will continue to attend consortia meetings and solicit Plans/Updates for KIM WDB review. The WDB will also continue to receive input from consortia members on the WDB, in order to align efforts between Title I and Title II programs. KIM will share both the local and regional plan with AEBG applicants annually.

- ix. Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services be should specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities.**

Bilingual staff at the AJCCs assist limited English-speaking customers and ensure equal access to services. As WIOA further evolves and the MOUs with the partner agencies are fully developed, a referral process to partner agencies for services will be in place to expand services for limited English customers. Staff refer limited English customers to local ESL programs for services to enhance their language skills. In addition, Rosetta Stone software programs are available for use in the AJCC resource rooms. Customers are referred to GED

programs to help them progress their basic skills knowledge. KIM will streamline the referral process with partners to help enroll these individuals into programs to prepare them for other programs that AJCC partners offer.

F. Relevant Information Pertaining To Grants and Grant Administration.

- i. Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).**

The County of Kern is the fiscal recipient of local WIOA funds on behalf of the KIM WDB. A joint powers agreement between the three counties defines their roles. The County has integrated the staff to the WDB into the County's Division of Economic and Workforce Development.

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

KIM WDB may utilize Request for Proposals (RFP), Request for Refunding (RFR), or sole source procurement processes to award sub-grants and contracts for WIOA Title I activities. Sole source procurement is allowable when one of the following conditions occurs: the item or service is available only from a single source; a public emergency precludes delay; the awarding agency authorizes the specific non-competitive procurement; or, after a solicitation of a number of sources, competition is determined inadequate. Use of non-competitive procurement for public emergency reasons should be for goods, suppliers, or services that will provide for the agency's immediate need to enable correction or resolve the emergency. For long-term or ongoing needs, one of the competitive procurement methods must be used. The issuance of RFPs are announced through public notice in the local newspaper, the AJCC's website, ETR's website and the County of Kern's website. Separate RFPs may be sent for specific programs or services (for example, Youth Programs) in which case both the format of the RFP itself and the review forms used for that procurement may be specific to that program or service. In addition to publishing the notice in the newspaper, RFP packets are sent to agencies on the WDB's Bidders/Mailing List. A bidder's conference may be held. The KIM WDB conducts competitive procurement for WIOA programs and services at least once every three years.

The selection of the AJCC Operator will be through a competitive RFP, and the Operator will be in place by July 1, 2017. The RFP will clearly articulate the expected role(s) and responsibilities of the AJCC Operator. The majority of the adult and dislocated worker career services will be provided by the KIM WDB through the administrative entity. The KIM WDB and CEO submitted the "Request for Approval to be Adult and Dislocated Worker Career Services Provider" application along with the required supporting documentation to the State before the March 1, 2017 deadline. If, however, some career services are best to be provided by another agency, such services would be procured through one of the aforementioned procurement processes.

G. Relevant information pertaining to performance goals

- i. **The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.**

Draft Directive WSDD-149 provided the guidance on negotiating KIM WDA Adult, Dislocated Worker, and Youth program performance goals for PY 2016-17 and PY 2017-18. Per the directive, the State Board will negotiate performance goals for all 46 LWDAs for PY 2016-17 and 2017-18 through their designated RPUs using the state level goals as a baseline for negotiations, as well as other analytical tools and resources that will help establish representative performance levels.

KIM, as part of the Central Valley RPU, came to agreement with the other LWDAs in the RPU on a method for negotiating collectively. Merced County Department of Workforce Investment took the lead during several conference calls. The other LWDAs included San Joaquin, Stanislaus, Madera, Fresno, Kings, and Tulare Counties. On August 30, 2016, Merced County provided the State with a spreadsheet of proposed negotiated levels for each of the LWDAs within the RPU for both Program Years. A conference call with the State was held on August 31, 2016. All LWDAs in the RPU were represented on that call, and each local area had the opportunity to discuss their goals with the State representatives.

KIM opted to negotiate several goals based on Kern County having a significantly higher unemployment rate (10.8%) compared to California (5.7%) and the United States (5.1%), and lower per capita income. Other Economic factors considered were the downturn in the price of oil and subsequent layoffs as a result, and the continued drought. KIM successfully negotiated three Adult, three Dislocated Worker, and two Youth goals for PY 2016-17. In addition, goals were set for PY 2017-18; however, areas were assured that they would have the opportunity to revisit these goals later in the year.

Below is a chart comparing California's goals with the local area's negotiated goals for PY 2016-2017. Goals that were negotiated are in bold.

WIOA PROGRAMS	<i>Program Year 2016-17 California Goals</i>	<i>Program Year 2016-17 Negotiated Local Goals</i>
ADULT		
Employment Rate 2nd Quarter After Exit	65.0%	62.0%
Employment Rate 4th Quarter After Exit	62.5%	59.0%
Median Earnings 2nd Quarter After Exit	\$4,957	\$4,800
Credential Attainment Within 4 Quarters After Exit	52.9%	52.9%
DISLOCATED WORKER		
Employment Rate 2nd Quarter After Exit	68.0%	64.0%
Employment Rate 4th Quarter After Exit	66.5%	61.0%

Median Earnings 2nd Quarter After Exit	\$7,308	\$5,500
Credential Attainment Within 4 Quarters After Exit	60.0%	60.0%
YOUTH		
Employment or Placement Rate 2nd Quarter After Exit	62.4%	50.0%
Employment or Placement Rate 4nd Quarter After Exit	64.2%	50.0%
Median Earnings 2 nd Quarter After Exit	Baseline	Baseline
Credential Attainment Within 4 Quarters After Exit	54.7%	54.7%

Below is a chart comparing California's goals with the local area's negotiated goals for PY 2017-2018. Goals that were negotiated are in bold.

WIOA PROGRAMS	<i>Program Year 2017-18 California Goals</i>	<i>Program Year 2017-18 Negotiated Local Goals</i>
ADULT		
Employment Rate 2nd Quarter After Exit	68.0%	63.0%
Employment Rate 4th Quarter After Exit	65.5%	61.0%
Median Earnings 2nd Quarter After Exit	\$5,157	\$4,944
Credential Attainment Within 4 Quarters After Exit	55.9%	55.9%
DISLOCATED WORKER		
Employment Rate 2nd Quarter After Exit	71.0%	65.0%
Employment Rate 4th Quarter After Exit	69.5%	63.0%
Median Earnings 2nd Quarter After Exit	\$7,523	\$5,665
Credential Attainment Within 4 Quarters After Exit	63.0%	63.0%
YOUTH		
Employment or Placement Rate 2nd Quarter After Exit	65.4%	52.0%
Employment or Placement Rate 4nd Quarter After Exit	67.2%	52.0%
Median Earnings 2 nd Quarter After Exit	Baseline	Baseline
Credential Attainment Within 4 Quarters After Exit	57.7%	56.0%

The negotiation process and the LWDA PY 2016-17 goals were discussed with the KIM WDB at its meeting on October 6, 2016. Goals are also being shared with staff, AJCC partners and providers of WIOA services so all are aware of how the LWDA's performance will be measured.

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

- i. identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:
 - WSD15-14 - WIOA Adult Program Priority of Service
 - WSD15-12 - WIOA Memorandums of Understanding Phase I

- **WSDD-151 - WIOA Phase II Memorandums of Understanding**

Priority of Service WSD15-14:

ETR will establish priority of service status during the intake/eligibility appointment. Staff will document the participant's status as low income, basic skills deficient or a recipient of public assistance. KIM's policy describes in detail the type of documentation to be collected and documented in the participant file. Priority will be used for adult participants receiving individualized career services and training services. Veterans will receive priority of services first as long as eligibility is met in the adult priority group. KIM's policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that have a waiting list.

Memorandum of Understanding (MOU) Phase I WSD15-12:

The MOU Phase I addressed service coordination and collaboration amongst the eighteen WIOA partners (AJCC Partners). The purpose of the MOU Phase I is to establish a cooperative working relationship between the KIM WDB and the required AJCC Partners as well as defining their respective roles and responsibilities in achieving a seamless one-stop delivery system that is quality-focused, employer-driven, customer-centered, and tailored to meet the needs of the local economy. This MOU also serves to establish the framework for providing a unified one-stop delivery system to employers, employees, job seekers, and others needing workforce services. The MOU Phase I serves as a functional tool as well as a visionary plan for how KIM WDB and the AJCC Partners work together to serve the needs of their shared customers. The AJCC one-stop delivery system is driven by local needs and will evolve over time as employers and individuals customers' needs change. The AJCC Partners are developing a web-based system for referrals on which both on-site and offsite referrals will be tracked to and from any of the AJCC Partners recognized by the MOU. The AJCC Partners will manage referrals through cross-training of appropriate staff. The AJCC Partners will also provide access to each required AJCC Partner's program through cross-referrals, such as: physically co-locating at the AJCC center, being available for appointments to job seekers, and having appropriate technologies at the AJCC. The term of the MOU Phase I is for three years from the date signed until June 30, 2019.

Memorandum of Understanding (MOU) Phase II WSDD-151:

The MOU Phase II will address how the WIOA Partners functionally and fiscally will sustain the AJCC One-Stop delivery system in KIM Counties described in Phase I through the use of resource sharing and joint operating and infrastructure costs. Each of the AJCC Partners that carries out a program or activities within a comprehensive AJCC must use a portion of the funds available for their program and activities to help maintain the One-Stop delivery system, including proportional payment of the infrastructure costs of the three locally operated AJCCs. Staff have received training from the California WDB which has assisted the KIM WDB and AJCC Partners with the initial development of cost sharing agreements for both infrastructure budgets and other shared cost budgets. The MOU Phase II is in the developmental stages with the AJCC Partners meeting on a regular basis to develop separate budgets for each of the three comprehensive AJCC. In addition, the AJCC Partners are negotiating on the cost sharing methodology based upon their proportionate use and relative benefit while complying with federal cost principles. The AJCC Partners anticipate having the infrastructure costs and other shared costs resolved significantly prior to the

submission deadline of September 1, 2017 to the Regional Advisor for the completion of Phase II of the MOU.

Human Centered Design

In the second quarter of the 2015-2016 program year, ETR staff attended the California Workforce Association (CWA) Spring Conference in San Diego, a challenge was issued to interested agencies to design new and innovative programs to serve specific populations in their respective communities to solve some of these concerns.

The goal of the project was to place the customer at the center of the solution to a specific problem and involve them in program design and implementation, also known as Human-Centered (or Customer-Centered) Design.

ETR decided to address the problem of disengaged youth population in Bakersfield (Kern County), where 21.2% of out-of-school youth ages 16-24 are neither employed nor in educational training—ranked second worst in the United States.

The Kern Youth Partnership Team was formed with multiple Utilizing youth-focused needs assessments, and determined several barriers to success that youth in Kern County are facing including: low parental educational attainment, high unemployment, transportation challenges, and a general lack of knowledge of where to access public assistance resources.

Kern Youth Partnership involved input from youth at the Kern High School and developed a comprehensive program to educate local youth about educational programs available within in-demand industry sectors. Youth were also given job readiness assistance including resume development, interviewing skills, the importance of soft skills and how to appropriately dress for the professional workplace.

Kern Youth Partnership has committed to begin working with in-school youth and those struggling with compulsory educational attainment at Tierra Del Sol, a continuation school. The school serves over 150 junior and senior-level students and will begin offering soft skills classes, covering topics including: Personal Inventory, Communication, Workplace Image, Resume Development and Interviewing. Upon further expansion of the partnership, staff will begin offering opportunities for youth on campus to engage with local employers to learn about job opportunities and hear what it's like to work in these organizations.

Finally, ETR is spearheading efforts with other Kern County agencies to open a Youth Re-Engagement Center in the 3rd Quarter of the fiscal year at the Beale Library. Beale Library is centrally located downtown Bakersfield where the Human-Centered Design concept will drive innovation utilizing technology while providing the same educational modules covered on the Tierra Del Sol campus.

ETR sees Human-Centered Design as a primary driver of design for youth, dislocated worker, adult and farmworker programs where involving potential participants will help create better outcomes for educational attainment and successful placement in employment.

I. Relevant information on training activities

- **The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how**

the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

ETR uses the Eligible Training Provider List that have programs approved and listed in CalJOBS. There is an Analyst assigned to interface with Training Providers to insure that all requirements are met and maintained.

A Program Specialist works with a client regarding their qualifications, needs, and goals. If a client qualifies to attend training, they will work with a Case Manager (CM) that is assigned to a specific school.

ETR has Program Year training contracts with all of its training providers. Each of their qualified (listed in CalJOBS) programs will have a Vendor Information sheet created outlining a program including employment outlook, related occupations, and a description of the training. The vendor sheets are accessible to all staff to share with clients.

J. Public transparency, accessibility and inclusivity information

- **The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirement for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.**

A legal notice will be published in the *Bakersfield Californian* and Spanish-language *El Popular* (for Kern), the *Inyo Register*, and either the *Review-Herald* or the *Mammoth Times* (for Mono) newspapers. Notices will be posted at 24 Kern County libraries (in Braille, English and Spanish) and announced on Job Corner and Telemundo. In addition to WDB members and AJCC partner agencies, invitations to a public forum will include the mailing list used for the 2016 Third Annual Workforce Summit.

The notice informs the public of the dates for public comment, where to get copies, and how to submit comments. Also, a summary of the plan is posted at <http://www.etronline.com>. A date and location of the public forum as well as the final due date for comments is also included. If scheduling allows, public comments are accepted during a KIM WDB or standing committee meeting. If this is not possible, then a special public forum meeting is scheduled.

The creation of this plan included: KHSD; DJUHSD; Farmworker Institute for Education & Leadership Development (FIELD); Bakersfield Adult School and Career Resources Department; CSUB; KCSOS; Taft College; KCCD; Cerro Coso Community College; SER – Jobs for Progress; Community Action Partnership of Kern; Housing Authority of the County of Kern; DHS; Bakersfield College; Kern Economic Development Corp.; Small Business Development Center; EDD; DOR; Job Corps; California Indian Manpower Consortium Inc.; and the general public.

K. Relevant information pertaining to common intake and case management efforts

- **Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.**

The KIM WDB's current process for WIOA intake and case management consists of the following procedure: Once the customer completes the AJCC/WIOA orientation and are provided with eligibility documentation to prepare for the intake appointment. During the intake appointment staff determine WIOA and NFIJ eligibility for all grants in order to maximize the ability to co-enroll. Once eligibility and readiness is completed, the customer is scheduled to attend Career Path Workshop which includes assessment testing using Work Keys, ONET Interest Inventory and completing a labor market survey. The customer is then scheduled to see a career planner to discuss results before receiving a referral to training, work experience, job search or other activities. Once the customer starts the activity a case manager is assigned for support. If the customer attended training or work experience, a transfer to a job developer case manager to assist with job placement activities begins. The MOU's with the WIOA core program partners avoids duplication of services. The TANF/CalWORKs partners provide supportive services while WDB staff provide training/job search services. The DOR partner also provides supportive services such as assisted devices, interpretation services in the provision of WIOA training and job placement services for shared clients. However, data systems to track co-enrolled individuals are not shared, except for EDD partners, who use CalJOBS to track Wagner Peyser and WIOA services (attached WIOA customer flow chart).

L. Other miscellaneous information requirements:

- AJC educators: Specify how Title II program applicants (i.e. Adult Education Block Grant or AEBG) will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.**

Two of the Kern AEBG Consortium members serve on the KIM WDB and board staff do attend meetings of the Kern AEBG Consortia. In addition to inviting the AEBG Consortia to attend any Public Comment forums for the KIM WDA Four-Year Local Plan, a request will be made allowing the addition of the WDB Plan to their agendas for meetings, prior to submitting their annual Plan Update or new application.

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

ETR will establish priority of service status during the intake/eligibility appointment, documenting a participant as either low income, basic skills deficient or a recipient of public assistance. The policy describes in detail the type of documentation to collect and put in the participant file. Priority will be used for adult participants receiving individualized career services, and training services. Veterans will receive priority of services first if determined eligible in the adult priority group. The policy explains in detail the order of participants to serve under priority. The priority adult participants will be served first for any classroom training programs that has a waiting list.

iii. RPU: Identify the portions of the local plan that are being handled in the narrative content of the regional plan.

The narrative content of the regional plan for the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) Regional Workforce Development Plan 2017-2020, consisting of Fresno, Inyo, Kern, Kings, Madera, Merced, Mono, San Joaquin, Stanislaus, and Tulare counties includes, but are not limited to:

- Analytical background concerning the regional economy, labor market needs, and the workforce and education system operating in the region
- A regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations; and employment needs of employers in existing and emerging in-demand industry sectors and occupations; a Local Area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.
- An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.
- An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.
- An analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers.

Kern, Inyo and Mono Workforce Development Board

Local Plan Attachments

Document Name

1. Workforce Innovation and Opportunity Act, Kern, Inyo and Mono Workforce Development Board, Memorandum of Understanding, Phase I – See *Attachment A*
2. Local Board Assurances – See *Attachment B*
3. WIOA Customer Flow Chart – See *Attachment C*
4. List of Comprehensive AJCC One-Stops and AJCC Partners in the Local Area – See *Attachment D*
5. Local Area Grant Recipient Listing – See *Attachment E*
6. Copy of Local Board By-laws – See *Attachment F*
7. Program Administration Designee and Plan Signatures – See *Attachment G*
8. Summary of Public Comment(s) received that disagree with Local Plan – See *Attachment H*
9. Joint Powers Agreement between Kern, Inyo and Mono Counties - See *Attachment I*

Attachment A

Workforce Innovation and Opportunity Act
Kern, Inyo and Mono Counties Workforce Development Board
Memorandum of Understanding

This Agreement, entered into this 30th day of June, 2016, is by and between the managers and directors of the Workforce Development One-Stop Partner Programs/Agencies serving the Kern, Inyo, and Mono Counties Workforce Development Area (the "KIM WDA"), as overseen by the Kern, Inyo, and Mono Counties Workforce Development Board (the "KIM WDB").

WHEREAS, the Workforce Investment Act of 1998 (the "WIA") created a workforce development system, replacing the Private Industry Council; and

WHEREAS, the Workforce Innovation and Opportunity Act of 2014, Public Law 113-128, 29 U.S.C. 3101, et seq., as amended (hereinafter referred to as "WIOA" or the "Act") amended WIA to strengthen the United States workforce development system through innovation in, and alignment and improvement of, employment, training, and education programs in the United States, and to promote individual and national economic growth, and for other purposes; and

WHEREAS, the parties to this Agreement recognize the many benefits to our customers in the collaboration and integration of the seamless service and have participated in the past in the development and operation of the one-stop career center system doing business as America's Job Center of California ("AJCC"); and

WHEREAS, WIOA requires that the WDB develop a local plan, and enter into a Memorandum of Understanding (the "MOU") between the AJCC partners (more fully defined below) and KIM WDB, with the agreement of the Chief Local Elected Official regarding the operation of the local AJCC One-Stop System of service delivery and the performance of the functions described in Section 121(e)(1) of the Act; and

WHEREAS, the Chief Local Elected Official in the KIM WDA has delegated to the KIM WDB the ability to execute this MOU pursuant to that certain Joint Powers Agreement dated February 13, 2001; and

WHEREAS, although WIOA took effect on July 1, 2015, the final regulations from the United States Departments of Labor and Education have not been issued and is expected to be released in or about July 2016; and

WHEREAS, certain provisions in this MOU are based on guidance issued to the Local Area by the State of California, whose instructions are based on guidance from the federal agencies; and

WHEREAS, the administrators of the participating partners have been granted general authority from their governing boards to continue to work with other agencies in the community and to define their roles in the delivery of services; and

WHEREAS, it is understood that full implementation of this MOU may require further approvals from governing boards and legal counsel, and is subject to change upon the consent of the KIM WDB.

NOW, THEREFORE, IT IS MUTUALLY AGREED BETWEEN ALL PARTIES AS FOLLOWS:

1. Purpose of the MOU

AJCC is the local One-Stop Center within the KIM WDA which serves as the recruitment center and training access for local employers and job seekers. The AJCC is the cornerstone of Kern, Inyo and Mono counties workforce development system, and its partners are jointly responsible for the workforce and economic development, education, and other human service programs.

WIOA emphasizes customer choice, job-driven training, provider performance, and continuous improvement. The quality and selection of providers and programs of training services is vital to achieving these core principles.

The parties to this agreement recognize the many benefits to our customers in the collaboration and integration of seamless service and have participated in the development and operation of a one-stop system doing business as the AJCC.

The administrators of the participating partners have been granted general authority from their governing boards to work with other agencies in the community and to define their roles in the delivery of services as reflected herein.

It is understood that full implementation of the proposed system may require further approvals from governing boards and/or legal counsel for contracts, leases and/or sub-grant agreements.

2. Local Vision Statement and Mission Statement

Vision Statement: "We will achieve recognition as the leading One-Stop system of professional employment services in California."

Mission Statement: "To provide quality, integrated, seamless, accessible and professional employment services for employers and job seekers."

The partners are committed to a locally-driven system which develops partnerships, and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

- A. Foster demand-driven skills attainment;
- B. Enable upward mobility for all Californians; and
- C. Align, coordinate, and integrate programs and services.

These objectives will be accomplished by ensuring access to high-quality AJCC that provide the full range of services available in the community for all customers seeking the following:

- A. Looking to find a job.
- B. Building basic educational or occupational skills.
- C. Earning a postsecondary certificate or degree.
- D. Obtaining guidance on how to make career choices.
- D. Seeking to identify and hire skilled workers.

3. Parties to the MOU

One-Stop services and shared infrastructure costs are born by the required partners which include local/regional representatives of the following Titles:

- 1. WIOA Title I(B) Adult
- 2. WIOA Title I(B) Dislocated Worker
- 3. WIOA Title I(B) Youth
- 4. WIOA Title I(C) Job Corps
- 5. WIOA Title I(D) Sec 166 Native American
- 6. WIOA Title I(D) Sec 167 Migrant Seasonal Farmworkers grantee
- 7. WIOA Title I(D) Sec 171 YouthBuild
- 8. WIOA Title II Adult Education and Literacy grantee
- 9. WIOA Title III Wagner-Peyser
- 10. WIOA Title IV Vocational Rehabilitation
- 11. Carl Perkins Career Technical Education grantee
- 12. Title V Older Americans Act
- 13. Jobs for Veterans State grant
- 14. Trade Adjustment Assistance Act
- 15. Community Services Block Grant recipient
- 16. Housing & Urban Development
- 17. Unemployment Compensation
- 18. Second Chance grantee
- 19. CalWORKs (i.e. TANF)

No.	Local Agency
1	Employers' Training Resource (ETR), Inyo County Health & Human Services (Inyo HHS), Mono County Social Services Department (Mono SSD)
2	ETR, Inyo HHS, Mono SSD
3	ETR, Inyo HHS, Mono SSD
4	Cornerstone Solutions, Inc. – Job Corps Services (Job Corps)
5	California Indian Manpower Consortium Inc. (CA Indian)
6	ETR
7	Kern County Superintendent of Schools (KCSOS)
8	Kern High School District (KHSD), Delano Joint Union High School District

	(DJTUHSD), Farmworker Institute for Education & Leadership Development (FIELD)
9	California Employment Development Department (EDD)
10	California Department of Rehabilitation (DOR)
11	Bakersfield College (BC), Cerro Coso Community College (CCCC), Taft College (TC)
12	SER - Jobs for Progress (SER Jobs)
13	EDD
14	EDD
15	Community Action Partnership of Kern (CAPK)
16	Housing Authority of the County of Kern (HACK)
17	EDD
18	Not applicable
19	Kern County Department of Human Services (KCDHS)

The above-referenced local agencies are the Kern, Inyo and Mono AJCC partners (collectively, the "Partner" or "Partners") which will provide access to programs, activities, and services by electronic means (i.e. Web sites, social media, internet chat features, and telephone).

Services will also be offered at a comprehensive one-stop center within the Local Workforce Development Area (LWDA). Attached hereto, and incorporated herein, as Exhibit "A" is the system map which identifies the location of every comprehensive and affiliate AJCC within the LWDA.

BASIC CAREER SERVICES			Title I Program Eligibility				Non-Title I Eligib	Out-reach	Orient-tation	Initial Assess-ment
#	Agency	Title	Adult	DW	Youth	Oth				
1-3	Inyo	Title I(B) Ad/DW/Y	X	X	X			X	X	X
1-3	Mono	Title I(B) Ad/DW/Y	X	X	X			X	X	X
1	ETR	Title I(B) Adult	X					X	X	X
2	ETR	Title I(B) DW		X				X	X	X
3	ETR	Title I(B) Youth			some			X	X	X
6	ETR	Title I(D) 167 MSFW			X			X	X	X
4	Job Corps	Title I(C) Job Corps				X		X	X	X
7	KCSOS	Title I(D) 171 YouthBuild				X		X	X	X
5	CIMC	Title I(D) 166 Native American				X		X	X	X
8	KHSD	Title II Ad Educ Liter	X	X	X		X	X	X	X
8	DJTUHS	Title II AEL					X	X	X	X
8	FIELD	Title II AEL								
9	EDD	Title III Wagner-Peyser					X	X	X	
10	DOR	Title IV Voc Rehab					X	X	X	X
14	EDD	TAA					X	X	X	X
13	EDD	Veterans					X	X	X	X
17	EDD	UI					X			
19	DHS	CalWORKS					X			
11	KHSD	Perkins Post-2nd	X	X	X		X	X	X	X
11	BC	Perkins Post-2nd					X	X	X	X
11	TC	Perkins Post-2nd					X	X	X	X
11	CCCC	Perkins Post-2nd					X	X	X	X
12	SER Jobs	Title V Older Americans Act					X	X	X	X
15	CAPK	CSBG					X			
16	HACK	E&T under HUD					X	X		X
18	none	Second Chance Act								
*Job Search Assistance (Resource Room)										
# - CIMC provides these services through its Eastern Sierra Field Office										

BASIC CAREER SERVICES			Intake	Labor Exchg, JSA*	Referral One-Stop Partner	Labor Market Info	Performance & Cost Info	Support Service Info	UI Info	Financial Aid Info
#	Agency	Title								
1-3	Inyo	Title I(B) Ad/DW/Y	X	X	X	X	X	X	X	X
1-3	Mono	Title I(B) Ad/DW/Y	X	X	X	X	X	X	X	X
1	ETR	Title I(B) Adult	X	X	X	X	X	X	X	X
2	ETR	Title I(B) DW	X	X	X	X	X	X	X	X
3	ETR	Title I(B) Youth	X	X	X	X	X	X	X	X
6	ETR	Title I(D) 167 MSFW	X	X	X	X	X	X	X	X
4	Job Corps	Title I(C) Job Corps	X		X	X		X		
7	KCSOS	Title I(D) 171 YouthBuild	X	JSA	X	X	X	X	X	X
5	CIMC	Title I(D) 166 Native American	X	X	X	X		X	X	X
8	KHSD	Title II Ad Educ Liter	X	X	X	X	X	X		X
8	DJTUHSD	Title II AEL	X	X	X	X	X	X	X	X
8	FIELD	Title II AEL	X		X	X		X	X	X
9	EDD	Title III Wagner-Peyser		JSA/LE	X	X		X	X	
10	DOR	Title IV Voc Rehab	X		X			X		
14	EDD	TAA	X	JSA/LE	X	X		X	X	X
13	EDD	Veterans	X	JSA/LE	X	X		X	X	
17	EDD	UI							X	
19	KCDHS	CalWORKS			X					
11	KHSD	Perkins Post-2nd	X	X	X	X	X	X		X
11	BC	Perkins Post-2nd		X	X	X	X	X		assist
11	TC	Perkins Post-2nd	X	X	X	X	X	X		X
11	CCCC	Perkins Post-2nd	X	X	X	X	X	X		X
12	SER Jobs	Title V Older Americans Act	X		X	X		X		
15	CAPK	CSBG						X		
16	HACK	E&T under HUD			X			X		assist
18	none	Second Chance Act								
*Job Search Assistance (Resource Room)										
# - CIMC provides these services through its Eastern Sierra Field Office										

INDIVIDUAL CAREER SERVICES			Compre- hensive Assess*	Career Plan Counsel	IEP or IPE**	Short Term Pre-Voca tional***
#	Agency	Title				
1-3	Inyo	Title I(B) Ad/DW/Y	CASAS	X	IEP	X
1-3	Mono	Title I(B) Ad/DW/Y	CASAS	X	IEP	Job Training
1	ETR	Title I(B) Adult	CASAS, WorkKeys	X	IEP	X
2	ETR	Title I(B) DW	CASAS, WorkKeys	X	IEP	X
3	ETR	Title I(B) Youth		X	IEP	
6	ETR	Title I(D) 167 MSFW		X	IEP	X
4	Job Corps	Title I(C) Job Corps		X		
7	KCSOS	Title I(D) 171 YouthBuild	CASAS	X	IEP	X
5	CIMC	Title I(D) 166 Native American		X	X	X
8	KHSD	Title II Ad Educ Liter	CASAS	X	X	X
8	DJTUHSD	Title II AEL	CASAS	X		X
8	FIELD	Title II AEL	CASAS	X		X
9	EDD	Title III Wagner-Peyser		X		
10	DOR	Title IV Voc Rehab	Fosters/Psych	X	IPE	Youth
14	EDD	TAA		X	Agency Plan	X
13	EDD	Veterans		X	Agency Plan	
17	EDD	UI				
19	DHS	CalWORKS	Fosters		X	X
11	KSHD	Perkins Post-2nd	CASAS	X	X	X
11	BC	Perkins Post-2nd	WorkKeys for BC Students			X/Gen Pop
11	TC	Perkins Post-2nd	WorkKeys	X		X
11	CCCC	Perkins Post-2nd	CASAS	X	X	X
12	SER Jobs	Title V Older Americans Act	TABE	X	IEP	Job Training
15	CAPK	CSBG				
16	HACK	E&T under HUD			X (ITSP)	Refer
18	none	Second Chance Act				
*Assessment: CASAS, WorkKeys						
**Individual Employment Plan or Individual Plan for Employment						
***Develop skills: Learning; communication; interviewing; personal maintenance;						
punctuality; professional conduct; prep unsubsidized employment or training (soft skills)						
****Acquire skills: basic academic; critical thinking; digital literacy; self-management;						
teamwork; utilize resources & information; understanding systems; acquire skills to						
successfully transition into and complete post secondary education or training and employment						
# - CIMC provides these services through its Eastern Sierra Field Office						

INDIVIDUAL CAREER SERVICES			Intern-/ Externship WEX	Out-of-Area Job Search	Finan- cial Literacy	Access or teach ESL	Workforce Prep Title II Ad Educ Lit****
#	Agency	Title					
1-3	Inyo	Title I(B) Ad/DW/Y	X	X		X	X
1-3	Mono	Title I(B) Ad/DW/Y		X	X	X	X
1	ETR	Title I(B) Adult	contract out		TAY		
2	ETR	Title I(B) DW	contract out		SBDC		
3	ETR	Title I(B) Youth	contract out		contract		
6	ETR	Title I(D) 167 MSFW	contract out			X	
4	Job Corps	Title I(C) Job Corps					
7	KCSOS	Title I(D) 171 YouthBuild	X		X		
5	CIMC	Title I(D) 166 Native American	X	X	X		X
8	KHSD	Title II Ad Educ Liter	X			ESL	X
8	DJ/TUHSD	Title II AEL	X		X	X	X
8	FIELD	Title II AEL	X		X	X	Charter HS
9	EDD	Title III Wagner-Peyser		X			
10	DOR	Title IV Voc Rehab	X		X		
14	EDD	TAA	X	X	X	Refer	Refer
13	EDD	Veterans		X			
17	EDD	UI					
19	DHS	CalWORKS	X		X		
11	KHSD	Perkins Post-2nd	X		X	X	X
11	BC	Perkins Post-2nd	Yes/Gen Pop		Fin Aid Ref	Yes	
11	TC	Perkins Post-2nd	X	X	X	X	X
11	CCCC	Perkins Post-2nd	X	X	X	X	X
12	SER Jobs	Title V Older Americans Act				Refer	Refer
15	CAPK	CSBG			X		
16	HACK	E&T under HUD			X	Refer	Refer
18	none	Second Chance Act					
*Assessment: CASAS, WorkKeys							
**Individual Employment Plan or Individual Plan for Employment							
***Develop skills: Learning; communication; interviewing; personal maintenance; punctuality; professional conduct; prep unsubsidized employment or training (soft skills)							
****Acquire skills: basic academic; critical thinking; digital literacy; self-management; teamwork; utilize resources & information; understanding systems; acquire skills to successfully transition into and complete post secondary education or training and employment							
# - CIMC provides these services through its Eastern Sierra Field Office							

4. Training Services

Through the One-Stop system, individuals interested in training will be evaluated by ETR, Client Services Division, or its subgrantee(s) to determine whether or not they are in need of training, and if they possess the skills and qualifications needed to participate successfully in the training program in which they express an interest. Training services must be directly linked to occupations that are in demand in the local area or in another area to which the individual receiving services is willing to relocate.

Training Services include, but are not limited to, the following:

- A. Occupational skills training, including training for nontraditional employment.
- B. On-the-job training (OJT).
- C. Incumbent worker training.

- D. Programs that combine workplace training with related instruction, which may include cooperative education programs.
- E. Training programs operated by the private sector.
- F. Skills upgrading and retraining.
- G. Entrepreneurial training.
- H. Transitional jobs (Work Experience).
- I. Job readiness training provided in combination with another training service.
- J. Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
- K. Customized Job Training (CJT) conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.
- L. Other trainings available through the Partners.

5. Follow-up Services

Counseling is available by any of the Partners for the workplace for Adult, Dislocated Workers and Youth participants in workforce development activities who are placed in unsubsidized employment for up to twelve months after the first day of employment.

6. Access for Individuals with Barriers to Employment

The Partners agree that "Access" to programs and services means having:

- A. Program staff physically present at the location;
- B. Having Partner program staff physically present that are trained to provide information to customers about the programs, services, and activities available through Partner programs; or
- C. Providing direct linkage through technology to program staff who can provide meaningful information and/or services.
- D. Providing access to adults with barriers to employment including those with the following barriers as defined in WIOA: displaced homemakers; Indians, Alaskan Natives and Native Hawaiians; individuals with disabilities including youth with disabilities; older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals with low levels of literacy and individuals facing cultural barriers; eligible migrant and seasonal farmworkers; individuals within two years of exhausting lifetime eligibility under TANF; single parents to include single pregnant women; and long-term unemployed individuals.

Per federal guidance, veterans and eligible spouses who are also recipients of public assistance, low income or basic skills deficient will receive first priority, non-veterans who are recipients of public assistance, low-income or basic skills deficient will receive second priority, veterans and eligible spouses not included in priority groups will receive third priority and all other

individuals will receive last priority. Priority means the right to take precedence over non-covered persons in obtaining services. Depending on the type of service or resources being provided, taking precedence means: the covered person receives access to the service or resource earlier in time than the non-covered person; or, if the service or resource is limited, the covered person receives access to the service or resource instead of or before the non-covered person. Providing priority of service also entails affirmative outreach to the priority populations, identifying covered individuals at entry and informing them of their priority status.

“Direct linkage” means providing direct connection at the one-stop, within a timely manner, by phone or through a real-time Web-based communication to a program staff member who can provide program information or services to the customer.

Services provided through technology must be meaningful, available in a timely manner and not simply a referral to additional services at a later date or time.

The KIM WDB will ensure that information on the availability of basic career services is accessible at all one-stop physical locations and access points, including electronic access points, regardless of where individuals initially enter the local one-stop system.

The Partners agree that:

- A. “Registration” is the point at which information that is used in performance information (Core programs, i.e. Title I-IV) begins to be collected.
- B. “Participation” is the point at which the customer has been determined eligible for program services and has received or is receiving a WIOA service, such as individual career services, and is the point at which they will be included in the performance calculation for the primary indicator.
- C. The difference between registration and participation: Individuals who are primarily seeking information are not treated as participants and their self-service or informational search (service) requires no registration. When a customer seeks more than minimal assistance from staff in taking the next steps towards self-sufficient employment, the person must be registered and eligibility must be determined.

7. Responsibility of AJCC Partners

As authorized under the Act, the KIM WDB will establish policies necessary for implementation of the Act in the local area and shall:

Make the applicable service(s) applicable to the Partner program available to customers through the one-stop delivery system.

- A. Participate in the operation of the one-stop system, consistent with the terms of this MOU and requirements of authorized laws.
- B. Participate in capacity building and staff development activities in order to ensure that

- all Partners and staff are adequately cross-trained.
- C. Provide reasonable and necessary access to the data collection and reporting system by the Partners.

The AJCC Partners agree to participate in joint planning, plan development, and modification of activities to accomplish the following:

- A. Continuous partnership building.
- B. Continuous planning in response to state and federal requirements.
- C. Responsiveness to local and economic conditions, including employer needs.
- D. Adherence to common data collection and reporting needs.

8. Funding of Services and Operating Costs

- A. Consistent with WIOA, all Partners agree to enter into negotiations and implement a shared Cost/Resource Sharing Agreement by no later than December 31, 2017. Partners agree and understand that its Cost/Resource Sharing Agreement will be updated annually by the KIM WDB.
- B. All shared cost allocations for the cost of services, operating costs, and infrastructure costs will be supported by accurate data and shall be consistent with the Generally Accepted Accounting Principles (GAAP), Title 2 of the Code of Federal Regulations Part 200, and be accepted by Partner's auditor and/or independent auditors to satisfy the audit testing required under the Single Audit Act as more specifically set forth in the Cost/Resource Sharing Agreement.

9. Methods for Referring Customers

- A. The KIM WDB, through its designated AJCC One-Stop Operator, and the Partners agree to utilize the approved processes and forms for common intake and referral among the AJCC One-Stop Partners and providers of services, and to modify such processes and forms as required. The KIM WDB and Partners developed a universal referral system and form that is used for all cross-agency referrals, copies of which are attached hereto, and incorporated herein, as Exhibit "B".
- B. Partners agree to train and provide technical assistance to the staff of each participating AJCC One-Stop Partner and contracted providers of services on topics that include, but are not limited to, eligibility for and scope of allowable services for their programs.
- C. The KIM WDB will work with all Partners to ensure all Partners and local One-Stop System staff are fully trained in each other's programs and eligibility criteria. The Partners agree that the intake and referral processes will be customer-centered and provided by staff trained in customer service.
- D. Partners agree to refer its applicants and clients to other AJCC One-Stop Partners when such individuals may be eligible for the Partner's services or to the AJCC One-Stop

Operator for WIOA services.

- E. Partners will ensure that general information regarding AJCC's programs, services, activities and resources shall be available to all customers as appropriate.
- F. All customer referrals will be made electronically, through traditional correspondence, verbally or through other means determined in cooperation with Partners.
- G. Each Partner will provide a direct link or access to other AJCC's Partner's staff that can provide meaningful information or services, through the use of co-locations, cross training of AJCC staff, or real-time technology (two way communication and interaction with AJCC partners that results in services needed by the customer).

10. Shared Technology and System Security

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

- A. Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements; and
- B. The principles of common reporting and shared information through electronic mechanisms, including shared technology; and
- C. Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements due to the importance of the use of technology in WIOA; and
- D. Maintain all records of the AJCC customers or Partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services; and
- E. Develop technological enhancements that allow interfaces of common information needs, as appropriate consistent with WIOA; and
- F. Understand that system security provisions shall be agreed upon by all Partners; and
- G. Establish security systems and confidentiality provisions.

11. Specialized One-Stop Centers

An example of a specialized center is one targeting Disconnected Youth and one established specifically to respond to a large localized layoff. These specialized centers will not provide access to every required Partner, but must have a way to make referrals to one-stop Partners in comprehensive and affiliate centers. The specialized centers will have access to the referral system to make sure that services were provided after the referral. A recent study by Measure of America of the Social Science Research Council entitled "Zeroing In on Place and Race," reflected that out of the ninety-eight (98) major metro areas included in the report, the

disconnection rates for youth in greater Bakersfield, California was over twenty (20) percent. In addition, Kern County has seen significant layoffs in a variety of industries, particularly the petroleum industry. These specialized centers will serve the needs of Kern County by providing dedicated locations where (i) rapid response and layoff aversion activities can be facilitated concurrently with services for re-connecting dislocated workers with opportunities for employment, and (ii) young people can find the support they need to be successful.

12. Non-Discrimination and Equal Opportunity

The laws and regulations listed herein do not encompass all of the laws and regulations that govern the Partners in their respective roles under this MOU. All Partners expressly agree to comply with the federal and state laws and regulations listed below.

- A. Consistent with WIOA, each Partner shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant, or applicant for employment due to gender, race, color, ancestry, religion, national origin, physical disability (including HIV and AIDS), mental disability, medical condition(s), age (over 40), or marital status; nor shall any Partner deny family and medical care leave or pregnancy disability leave to employees entitled to such leave. Partners shall ensure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and their employees and applicants or employment are free from such discrimination and harassment. Partners shall comply with the provisions of Fair Employment and Housing Act (California Government Code Section 12900, et seq.) and related, applicable regulations promulgated thereunder (Title 2, California Code of Regulations Section 7285 et seq.). Code of Regulations Section 8103 et seq. are incorporated into this MOU by reference and made a part hereof as if set forth in full. Partners shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining agreement or other such agreement.
- B. The KIM WDB and Partners will ensure that policies and procedures established by the AJCC as the One-Stop Center, and programs and service provided by and through the One-Stop Center are in compliance with the Americans with Disabilities Act of 1990 and its amendments (ADA), which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the ADA. Additionally, Partners agree to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37, and all other regulations implementing the aforementioned laws.
- C. Each Partner agrees to provide priority of service to veterans and covered spouses for any qualified job training program pursuant to 38 USC 2813.
- D. Each Partner agrees to comply with 29 CFR 94 and all other applicable state and federal

laws pertaining to a drug-free workplace and to make a good faith effort to maintain a drug-free workplace. Each Partner will make a good faith effort to ensure that none of its officers, employees, members, and subrecipient(s), and any independent contract(s) will purchase, transfer, use, or possess illegal drugs or alcohol or abuse prescription drugs in any way while working or while on public property.

13. Grievances and Complaints Procedure

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

In addition, the AJCC Partners will offer the best customer service possible by attempting to resolve customer issues as quickly as possible. If Partner's staff is not able to resolve the issue, they should bring the customer's issue to the attention of their supervisor or a Partner supervisor at their location. If the supervisor is not able to resolve the issue, the next highest level employee (i.e., Deputy Director, Deputy Division Chief or equivalent position) may be asked to assist. After those attempts to resolve an issue for the customer are made, the customer may still not be satisfied. Filing a formal complaint/grievance is the final step in good customer service.

Any person(s) filing a complaint concerning a Partner of the local One-Stop will first submit that complaint to that One-Stop Partner utilizing the procedures of that agency.

Participants will first utilize procedures, if available to them, at the employer/training agency level. If the employer does not have a grievance/complaint procedure, the procedures under Title 20 Code of Federal Regulations (CFR) Part 667.600, and Title 29 CFR 37 will be used.

The person filing a complaint shall be free from restraint, coercion, reprisal, or discrimination.

14. Term and Renewal of MOU

- A. The term of this MOU is effective from July 1, 2016 to June 30, 2019, unless it is terminated earlier as provided herein, and shall supersede in its entirety any MOU entered into previously by and between the participating AJCC One-Stop Partners and the KIM WDB.
- B. The MOU is of no force or effect until signed by authorized representatives of the participating AJCC One-Stop Partner and the KIM WDB.

- C. The MOU will be reviewed not less than once every three years to identify any substantial changes that have occurred.

15. Modifications and Revisions

This MOU constitutes the entire agreement between the Partners and no oral understanding not incorporated herein shall be binding on any of the Partners hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of all of the Partners, by the issuance of a written amendment, signed and dated by the Partners.

16. Termination

The Partners understand that implementation of the AJCC system is dependent on the good faith effort of every Partner to work together to improve services to the community. The Partners also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more Partners to cease being a part of this MOU, said Partner shall notify the other Partners, in writing, a minimum of thirty (30) days in advance of the intent to terminate its participation in this MOU.

17. Administrative and Operations Management - Supervision/Day to Day Operations

The AJCC Coordinator, appointed by the consortium of AJCC Partners, coordinates the activities for the AJCC, including resolving the day-to-day operational issues. The AJCC Coordinator will work with designated Partner manager(s) and supervisor(s) to ensure operational success. This position is a member of the AJCC Steering Committee and its subcommittees and the Coordinator will provide reports to the KIM WDB and its committees.

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

The office hours for the staff at the AJCC will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the Partners at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

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

Dena Murphy, Director
Kern County Department of Human Services
100 E California Avenue
Bakersfield, CA 93307
murphyd@kerndhs.com

Diane McClanahan, Supervisor
California Department of Rehabilitation
4925 Commerce Drive, Suite 150
Bakersfield, CA 93309
dmcclana@dor.ca.gov

Lorenda T. Sanchez, Executive Director
California Indian Manpower Consortium Inc.
738 North Market Boulevard
Sacramento, CA 95834
lorendas@cimcinc.com

Jeremy Tobias, Executive Director
Community Action Partnership of Kern
5005 Business Park North
Bakersfield, CA 93309
jtobias@capk.org

Stephen Pelz, Executive Director
Housing Authority of the County of Kern
601-24th Street FRNT
Bakersfield, CA 93301
spelz@kernha.org

Christine Lizardi Frazier, Superintendent
Kern County Superintendent of Schools
Kern Youth at Work
1300 17th Street
Bakersfield, CA 93301
chfrazier@kern.org

Bryon Schaefer, Ed.D, Superintendent
Kern High School District
5801 Sundale Avenue
Bakersfield, CA 93309
bschaefer@khsd.k12.ca.us

Rebecca Mendibles, President/CEO
SER - Jobs for Progress, Inc.
255 N Fulton Street, #106
Fresno, CA 93701
becki.m@sercalifornia.org

Shelly Tarver, Acting Deputy Chief
California Employment Development Department
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starver@edd.ca.gov

Sonya Christian, President
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1801 Panorama Drive
Bakersfield, CA 93306
sonya.christian@bakersfieldcollege.edu

Teresa Hitchcock, Assistant County Administrative Officer
Employers' Training Resource/Kern County Administrative Office
1600 E Belle Terrace
Bakersfield, CA 93307
hitchcockt@co.kern.ca.us

David Villarino, President/CAO
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410 W J Street
Tehachapi, CA 93561
davidv@fieldinstitute.org

Dr. Terri Nuckols, Superintendent
Delano Joint Union High School District
1720 Norwalk Street
Delano, CA 93215
tnuckols@djuhsd.org

Ronald Jones, President and CEO
Cornerstone Solutions, Inc. – Job Corps
13200 Crossroads Parkway, Suite 335
City of Industry, CA 91746
rjones@csiteamonline.com

Kathy Peterson, Director
Mono County Social Services Department
452 Mammoth Road, Suite 305
Mammoth Lakes, CA 93546
kpeterson@mono.ca.gov

Jean Turner, M.A., HHS/ESAAA Director
Inyo County Health and Human Services
920 N. Main Street
Bishop, CA 93514
jturner@inyocounty.us

Brock McMurray, Interim Superintendent/President
Taft College/WKCCD
29 Cougar Court
Taft, CA 93268
bcmurray@taftcollege.edu

Maria Chuayiuso, Acting Employment Development Administrator
Employment Development Department – Unemployment Insurance
7000 Village Drive, Suite 110
Buena Park, CA 90621
maria.chuayiuso@edd.ca.gov

Jill Board, President
Cerro Coso Community College
3000 College Heights Boulevard
Ridgecrest, CA 93555
jboard@cerrocoso.edu

22. Third Parties

The Partners hereto do not intend to benefit any third parties and this agreement shall not be construed to confer any such benefit.

23. Entire Agreement

This MOU, including all exhibits attached hereto, embodies the entire agreement and

understanding between the Partners hereto with respect to the subject matter of this MOU, and supersedes all prior or contemporaneous agreements and understandings other than this MOU relating to the subject matter hereof.

24. Amendment and Waiver

This MOU may be amended only by a written agreement executed by the Partners hereto. No provision of this MOU may be waived, except for a written document executed by the Partners. No waiver of a provision will be deemed to be or will constitute a waiver of any other provision of this MOU. A waiver will be effective only in the specific instance and for the purpose for which it was given, and will not constitute a continuing waiver unless stated therein.

25. Governing Law

This MOU is governed by and shall be interpreted in accordance with the laws of the State of California.

26. Unenforceable Provisions

In the event that a provision or several provisions of this MOU is/are unenforceable or held to be unenforceable under applicable law, this MOU will continue in full force and effect without such provision(s) and will be enforceable in accordance with its terms.

27. Construction

The titles of the sections of this MOU are for convenience of reference only and are not to be considered in construing this MOU. Unless the context of this MOU clearly requires otherwise: (a) references to be plural include the singular, the plural, and the part the whole, (b) "or" has the inclusive meaning frequently identified with the phrase "and/or," (c) "including" has the inclusive meaning frequently identified with the phrase "including but not limited to" or "including without limitation," and (d) references to "hereunder," "herein" or "hereof" relate to this Agreement as a whole. Any references in this MOU to any statute, rule, regulation or agreement as it may be modified, varied, amended or supplemental from time to time.

28. Confidentiality

All Partners expressly agree to abide by all applicable federal, state and local laws regarding confidential information and adhere to the same standards to confidentiality as State employees, including, but not limited to:

- A. The provisions of: 29 USC 2935(a)(4), as amended by WIOA relating to reports, recordkeeping, investigation; 29 USC 2871 (f)(3), as amended by WIOA, regarding complying with confidentiality; 20 CFR Part 603, relating to safeguards and security requirements regarding disclosed information under Unemployment Compensation; 42

USCA 503, regarding state laws governing UI operations; 20 USCA 123g, relating to disclosure of information under the Trade Act; 29 USCA 491-2(a)(2), as amended under WIOA, regarding information to be kept confidential under the Wagner Peyser Act; The Privacy Act (5 USC 552a); The Family Educational and Privacy Rights Act (20 USC 1232g); 34 CFR 361.18, regarding to the protection, use and release of personal information of Vocational Rehabilitation Services participants; HIPAA (45 CFR 164.500 – 164.534); 2 CFR 200.303, regarding reasonable measures to safeguard protected personally identifiable information; Practices Act of 1977 (Title 1.8 [commencing with Section 1798] of Part 4 of Division 3 of the Civil Code), Sections 11015.5 and 11019.9 of the California Government Code, Sections 1094 and 1095 of the California Unemployment Insurance Code; Sections 10850 – 10853 of the California Welfare & Institutions Code; Sections 1798.29, 1798.82 and 1798.84 California Civil Code; Sections 1275 – 1289.5 of the California Civil Code; Title 9, and Section 7140 – 7143.5 of the California Code of Regulations, as amended.

- B. Family Educational Rights and Privacy Act (FERPA), Rehabilitation Act, California Education Code and/or any other applicable State and/or Federal Statutes or requirement.
- C. All applications and individuals records related to service provided under WIOA, including eligibility for services, enrollment, and referral shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services, audit procedures, evaluation, and research.
- D. No person will publish or disclose, use, or permit, cause to be published, disclosed or used, any confidential information pertaining to the AJCC 's applicants, participants, or customers overall.
- E. Partners agree to share among the Partners all client information necessary for provision of career and training services under the Act as permitted by law.
- F. Each Partner will ensure access to software systems and files under its control that contains personally identifiable information which will be limited to authorized staff members that are assigned responsibilities in support of the services and activities provided as part of the AJCC's service delivery system and who must access the information to perform those responsibilities. Each Partner expressly agrees to take measures to ensure that no personally identifiable information is accessible by unauthorized individuals.
- G. Partners agree to develop and honor a standard information release form that complies with the most restrictive confidentiality requirements of any of the Partners collecting, receiving or sharing information. At any time, an AJCC One-Stop Partner requests confidential information regarding another Partner's participant/customer, the request shall be accompanied by a written Customer Release of Information for Referral Purposes signed by the participant/customer.

29. Counterparts

This MOU may be in any number of counterparts, each of which will be deemed an original, but all together will constitute one instrument.

(This space intentionally blank)

Signatures:

In WITNESS THEREOF, the KERN, INYO, AND MONO COUNTIES WORKFORCE DEVELOPMENT BOARD and One-Stop Partners have caused this Memorandum of Understanding to be executed by their respective officers and agents as of the day and year first above written.

APPROVED AS TO FORM
Office of County Counsel

County of Kern

By: _____
Gurujodha Khalsa, Deputy

By: _____
Chairman, Board of Supervisors

APPROVED AND RECOMMENDED AS TO
CONTENT

California Department of Human Services

By: _____
Dena Murphy, Director

California Department of Rehabilitation

By: _____
Diane McClanahan, Supervisor

California Indian Manpower Consortium Inc.

By: _____
Lorenda T. Sanchez, Executive Director

Community Action Partnerships of Kern

By: _____
Jeremy Tobias, Executive Director

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California Employment Development
Department

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Taft College

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Teresa Hitchcock, Assistant County
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Delano Joint Unified High School District

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Farmworker Institute for Education &
Leadership Development

By: _____
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Department – Unemployment Insurance

By: _____
Maria Chuayiuso, Acting Employment
Development Administrator

Cornerstone Solutions, Inc. – Job Corps

By: _____
Ronald Jones, President and CEO

Mono County Social Services Department

By: _____
Kathy Peterson, Director

Inyo County Health and Human Services

By: _____
Jean Turner, M.A., HHS/ESAAA, Director

Kern, Inyo, Mono Counties Workforce
Development Board

By: _____
Paul Anthony, Chair

Exhibit "A"

America's Job Center of CaliforniaSM

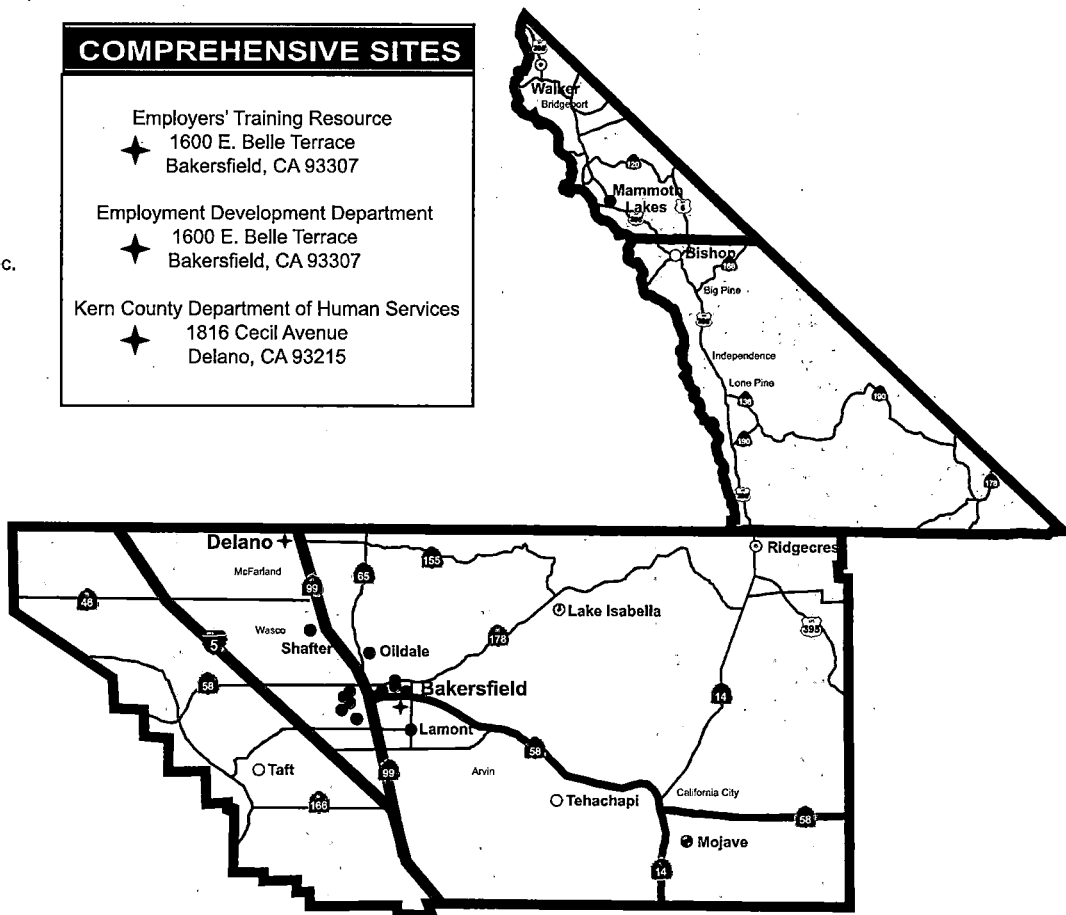
KERN, INYO & MONO COUNTIES

AFFILIATE SITES

- Bakersfield College
1801 Panorama Drive
Bakersfield, CA 93306
- California Department of Rehabilitation
4925 Commerce Drive, Suite 150
Bakersfield, CA 93309
- California Indian Manpower Consortium, Inc.
350 North Barlow Lane
Bishop, CA 93514
- Cerro Coso Community College
3000 College Heights Boulevard
Ridgecrest, CA 93555
- Community Action Partnership of Kern
5005 Business Park North
Bakersfield, CA 93309
- Cornerstone Solutions, Inc. - Job Corps
1600 E. Belle Terrace
Bakersfield, CA 93307
- Delano Joint Union High School District
1720 Norwalk Street
Delano, CA 93215
- Employers' Training Resource
200 China Grade Loop
Bakersfield, CA 93308
- Employers' Training Resource
6401 Lake Isabella Boulevard
Lake Isabella, CA 93240
- Employers' Training Resource
1400 N. Norma Street, Ste 105
Ridgecrest, CA 93555
- Farmworker Institute for Education & Leadership Development
410 West J Street
Tehachapi, CA 93561
- Housing Authority of the County of Kern
601 24th Street Front
Bakersfield, CA 93301
- Inyo County Health and Human Services
920 N. Main Street
Bishop, CA 93514
- Kern County Department of Human Services
8300 Segreue Street
Lamont, CA 93241
- Kern County Department of Human Services
2300 Highway 58
Mojave, CA 93501
- Kern County Department of Human Services
115 N. Central Valley Highway
Shafter, CA 93263
- Kern County Department of Human Services
119 N. 10th Street
Taft, CA 93268

COMPREHENSIVE SITES

- Employers' Training Resource
★ 1600 E. Belle Terrace
Bakersfield, CA 93307
- Employment Development Department
★ 1600 E. Belle Terrace
Bakersfield, CA 93307
- Kern County Department of Human Services
★ 1816 Cecil Avenue
Delano, CA 93215



AJCC PARTNER ACCESS POINTS

- Kern High School District
5801 Sundale Avenue
Bakersfield, CA 93309
- Kern County Superintendent of Schools
1300 17th Street
Bakersfield, CA 93301
- Mono County Social Services Department
452 Mammoth Road, Ste. 305
Mammoth Lakes, CA 93546
- Mono County Social Services Department
107384 Highway 395
Walker, CA 96107
- SER Jobs for Progress
1522 18th Street, Ste 204
Bakersfield, CA 93301
- Taft College
29 Cougar Court
Taft, CA 93268
- Kern Community College District
2100 Chester Avenue
Bakersfield, CA 93301
- Kern County Department of Mental Health
2203 17th Street
Bakersfield, CA 93301
- Kern County Veterans Services Department
1120 Golden State Avenue
Bakersfield, CA 93301
- Mexican American Opportunity Foundation
2130 Chester Avenue #200
Bakersfield, CA 93301
- Proteus, Incorporated
1816 Cecil Avenue
Delano, CA 93215

661-325-HIRE

www.americasjobcenterofkern.com 1800.203.2623 • TDD 661.635.2629

The AJCC & WIA are an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities.

Exhibit "B"

AJCC Partner Referral Process

In order to provide a "direct linkage/connection" for customers in the one-stop system, Partners agree to identify and maintain a Referral Coordinator who will be trained to provide information to customers about programs, services, and activities available through all Partner programs. The Referral Coordinator will receive incoming referrals both by email and by phone and will ensure that the customer being referred will be able to meet with their agency's most appropriate staff member as soon as possible. This would include providing the referred customer a scheduled appointment to assist them based on an assessment of the customer's need(s). To help facilitate this, all Partners will have real-time web-based communication or electronic access to the most current referral information of all partners in the one-stop system. In addition, an inter-agency referral committee will develop, update and maintain a policy and procedural manual describing the Referral Coordinator's role and duties within the one-stop system.

Flow Chart Process

This process flow chart describes the steps to be taken to facilitate a referral between any Partner agency and Kern, Inyo and Mono Counties Workforce Innovation and Opportunity Act (WIOA) funded programs.

The intent of a referral is to ensure that needed services for a customer are provided through the most appropriate funding streams, and are not duplicative.

The process begins when a Partner agency or a WIOA-funded agency has identified a customer who can benefit from the services of another agency, and/or in addition to the services provided by their own agency.

This process ends when the customer is enrolled in a WIOA service(s) or is not enrolled for cause.

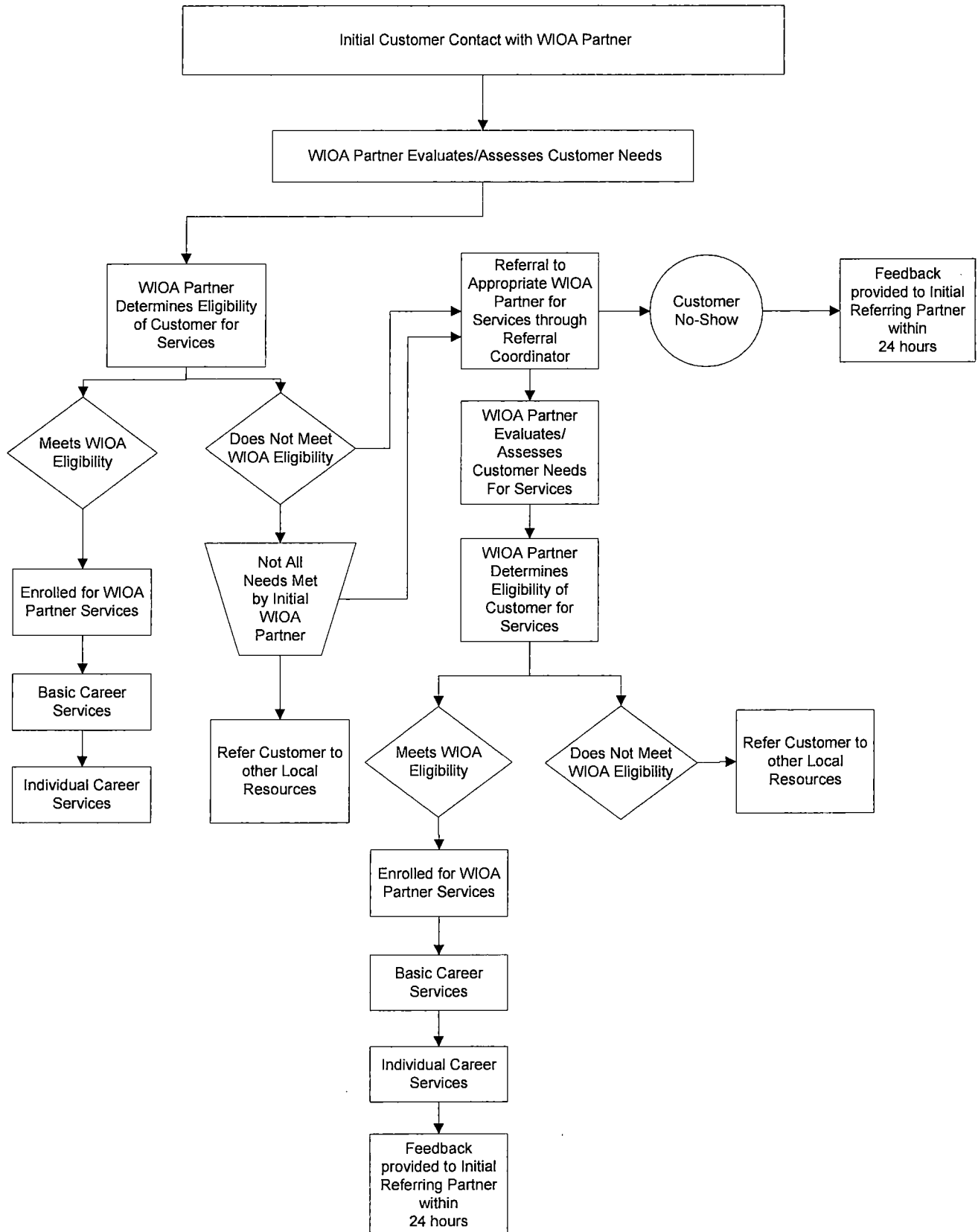
The process flow chart begins and continues through page 2.

FORMS:

Form 100 - Authorization to Release Information

Form 200 - AJCC Partner Services Referral Form (to be used only when Google Docs and/or CalJOBS are not available)

AJCC PARTNER REFERRAL FLOW CHART



America's **JobCenter** of CaliforniaSM

AJCC Partner Services Referral Form

Date: _____

Customer Name: _____

Customer Phone: _____ Email Address: _____

Referral From: (Agency Name) _____

Staff Name: _____ Staff Phone: _____

Staff Email: _____ Staff Fax #: _____

Referral To: (Agency Name) _____

Attn: Referral Coordinator

Referral Coordinator Phone: _____ Fax #: _____

Referral Coordinator Email: _____

Customer is being referred for the following services:

(Choose from the list of services available from the specific AJCC Partner)

1. _____
2. _____
3. _____
4. _____
5. _____

29. Counterparts

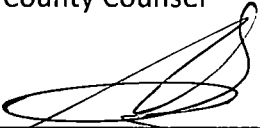
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Signatures:

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APPROVED AS TO FORM
Office of County Counsel

By: 
Gurujodha Khalsa, Deputy

County of Kern

By:  JUN 21 2016
Chairman, Board of Supervisors

MICK GLEASON

APPROVED AND RECOMMENDED AS TO
CONTENT

California Department of Human Services

By: _____
Dena Murphy, Director

California Department of Rehabilitation

By: _____
Diane McClanahan, Supervisor

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Office of County Counsel

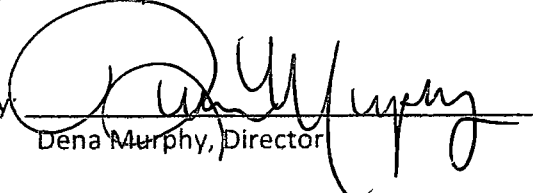
County of Kern

By: _____
Gurujodha Khalsa, Deputy

By: _____
Chairman, Board of Supervisors

APPROVED AND RECOMMENDED AS TO
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California Department of Human Services

By:  _____
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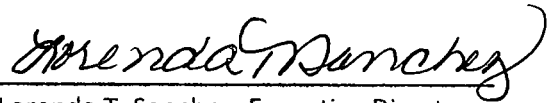
California Department of Human Services

By: _____
Dena Murphy, Director

California Department of Rehabilitation

By: Diane McClanahan
Diane McClanahan, Staff Services Manager

California Indian Manpower Consortium Inc.

By: 
Lorenda T. Sanchez, Executive Director

Community Action Partnerships of Kern

By: _____
Jeremy Tobias, Executive Director

Kern Community College District

By: _____
John Means, Associate Chancellor

Kern High School District

By: _____
Byron Schaefer, Ed.D, Superintendent

Housing Authority of the County of Kern

By: _____
Stephen Pelz, Executive Director

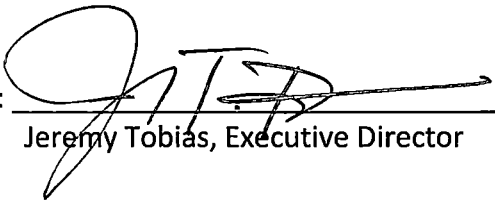
Kern County Superintendent of Schools

By: _____
Patrick Moore, Program Manager0

California Indian Manpower Consortium Inc.

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Lorenda T. Sanchez, Executive Director

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Kern County Superintendent of Schools

By: _____
Christine Lizardi Frazier, Superintendent

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California Indian Manpower Consortium Inc.

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Lorenda T. Sanchez, Executive Director

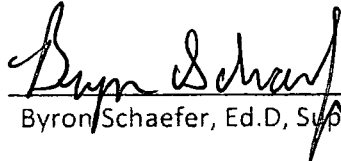
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SER Jobs Senior Employment Resources

By: _____
Rebecca Mendibles, Executive Director

///

California Employment Development
Department

California Indian Manpower Consortium Inc.

By: _____
Lorenda T. Sanchez, Executive Director

Community Action Partnerships of Kern

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Kern County Superintendent of Schools

By: 
Christine Lizardi Frazier, Superintendent

SER - Jobs for Progress, Inc.

By: Rebecca Mendibles
Rebecca Mendibles, President/CEO

California Employment Development
Department

By: _____
Shelly Tarver, Acting Deputy Chief

Bakersfield College

By: _____
Sonya Christian, President

Taft College

By: _____
Brock McMurray, Interim Superintendent/
President

Kern County Employers Training Resource
Kern County Administration Office

By: _____
Teresa Hitchcock, Assistant County
Administrative Officer

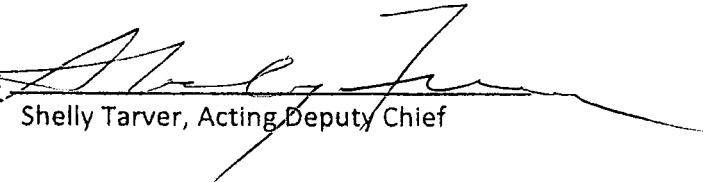
Delano Joint Unified High School District

By: _____
Terri Nuckols, Superintendent

SER - Jobs for Progress, Inc.

By: _____
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California Employment Development
Department

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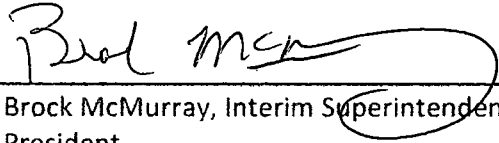
California Employment Development
Department

By: _____
Shelly Tarver, Acting Deputy Chief

Bakersfield College

By: _____
Sonya Christian, President

Taft College

By:  _____
Brock McMurray, Interim Superintendent/
President

Kern County Employers Training Resource
Kern County Administration Office

By: _____
Teresa Hitchcock, Assistant County
Administrative Officer

Delano Joint Unified High School District

By: _____
Terri Nuckols, Superintendent

SER - Jobs for Progress, Inc.

By: _____
Rebecca Mendibles, President/CEO

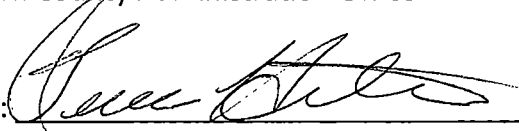
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Terri Nuckols, Superintendent

Farmworker Institute for Education &
Leadership Development

By: _____
David Villarino, President/CAO

Farmworker Institute for Education &
Leadership Development

By: David M. Villarino
David Villarino, President/CAO

California Employment Development
Department – Unemployment Insurance

By: _____
Maria Chauyuso, Acting Employment
Development Administrator

Cornerstone Solutions, Inc. – Job Corps

By: _____
Ronald Jones, President and CEO

Mono County Social Services Department

By: _____
Kathy Peterson, Director

Inyo County Health and Human Services

By: _____
Jean Turner, M.A., HHS/ESAAA, Director

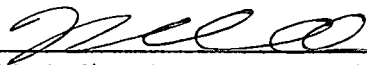
Cerro Coso Community College

By: _____
Jill Board, President

Farmworker Institute for Education &
Leadership Development

By: _____
David Villarino, President/CAO

California Employment Development
Department – Unemployment Insurance

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Maria Chuayiuso, Acting Employment
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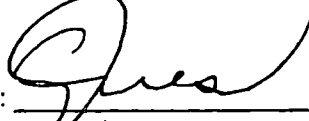
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Leadership Development**

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David Villarino, President/CAO

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SER Jobs Senior Employment Resources

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Rebecca Mendibles, Executive Director

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Bakersfield College

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Sonya Christian, President

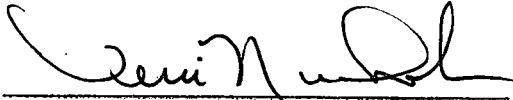
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Brock McMurray, President/Superintendent

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Kern County Administration Office

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Department – Unemployment Insurance

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Cornerstone Solutions, Inc. – Job Corps

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Ronald Jones, President and CEO

Mono County Social Services Department

By: K. Peterson
Kathy Peterson, Director

Inyo County Health and Human Services

By: _____
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Department – Unemployment Insurance

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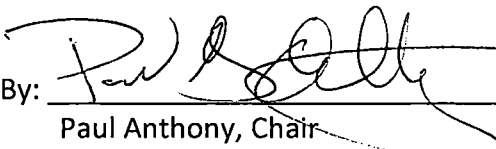
Mono County Social Services Department

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Kathy Peterson, Director

Inyo County Health and Human Services

By: _____
Jean Turner, M.A., HHS/ESAAA, Director

Kern, Inyo, Mono Counties Workforce
Development Board

By:  _____
Paul Anthony, Chair

California Employment Development
Department – Unemployment Insurance

By: _____
Maria Chuayiuso, Acting Employment
Development Administrator

Cornerstone Solutions, Inc. – Job Corps

By: _____
Ronald Jones, President and CEO

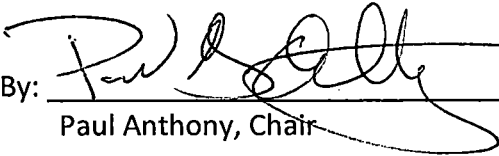
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By: _____
Kathy Peterson, Director

Inyo County Health and Human Services

By: _____
Jean Turner, M.A., HHS/ESAAA, Director

Kern, Inyo, Mono Counties Workforce
Development Board

By:  _____
Paul Anthony, Chair

Attachment B

Local Board Assurances

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

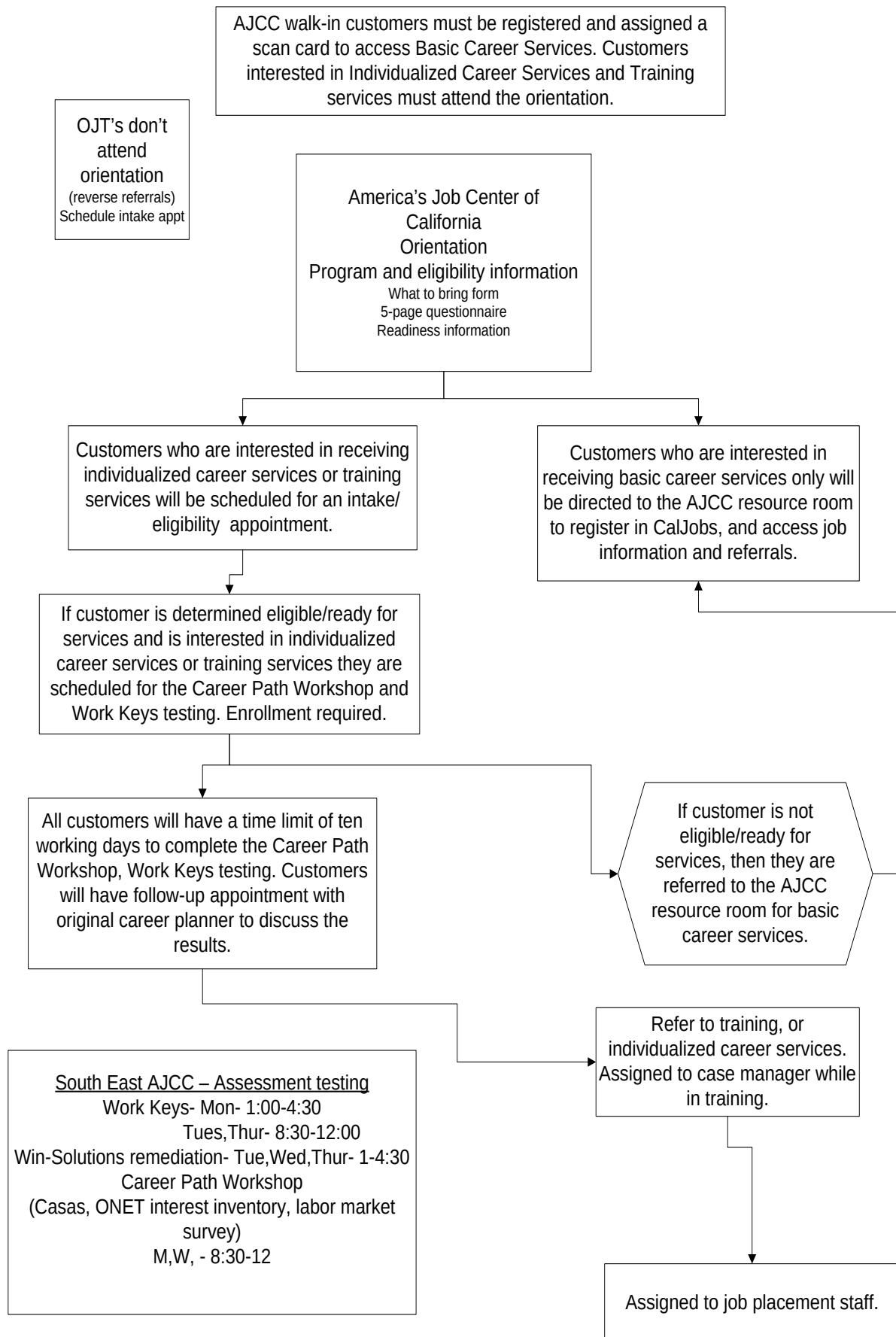
- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in Workforce Innovation and Opportunity Act (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter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

matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.

- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.

- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

Attachment C



Attachment D

Comprehensive AJCC One Stop Centers and AJCC Partners

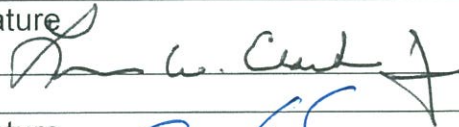
Southeast - AJCC* 1600 E, Belle Terrace Bakersfield, CA 93307 661.325.HIRE	Kern High School District 5801 Sundale Avenue Bakersfield, CA 93309 661.827.3100	Mono County Social Services Department 542 Mammoth Road, Suite 305 Mammoth Lakes, CA 93546 760.924.1788
Delano - AJCC* 1816 Cecil Avenue Delano, CA 93215 661.721.5800	SER – Jobs for Progress, Inc. 255 N. Fulton Street, Suite 106 Fresno, CA 93701 559.452.0881	Inyo County Health and Human Services 920 N. Main Street Bishop, CA 93514 760.872.1394
Ridgecrest - AJCC* 540 Perdew Avenue Ridgecrest, CA 93555 760.446.2595	California Employment Development Department 1600 E. Belle Terrace Bakersfield, CA 93307 661.325.4473	Taft College 29 Cougar Court Taft, CA 93268 661.763.7700
Kern County Department of Human Service 100 E. California Avenue Bakersfield, CA 93307 661.631.6000	Bakersfield College 1801 Panorama Drive Bakersfield, CA 93306 661.395.4011	California Employment Development Department – Unemployment Insurance 7000 Village Drive, Suite 110 Buena Park, CA 90621 800.300.5616
California Department of Rehabilitation 4925 Commerce Drive, Suite 150 Bakersfield, CA 93309 661.395.2525	Employers' Training Resource 1600 E. Belle Terrace Bakersfield, CA 93307 661.325.4473	Cerro Coso Community College 3000 College Heights Blvd. Ridgecrest, CA 93555 760.384.6100
California Indian Manpower Consortium Inc. 738 North Market Blvd. Sacramento, CA 95834 916.920.0285	Farmworker Institute for Education & Leadership Development 410 W J Street, Suite A Tehachapi, CA 93561 661.822.4381	Community Action Partnership of Kern 5005 Business Park North Bakersfield, CA 93309 661.336.5236
Housing Authority of County of Kern 601-24 th Street FRNT Bakersfield, CA 93301 661.631.8500	Delano Joint Union High School District 1720 Norwalk Street Delano, CA 93215 661.725.4000	Latino for Community Leadership by and through Garden Pathways 1616 29 th Street Bakersfield, CA 93301 661.633.9133
Foundation for Second Chances 225 Truxtun Avenue Bakersfield, CA 93301 661.578.5600	Cornerstone Solutions, Inc. – Job Corps 1600 E. Belle Terrace Bakersfield, CA 93307 661.635.2750	* Designates Comprehensive AJCC One-Stop Center

Attachment E

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

Kern, Inyo and Mono Workforce Development Area
(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	Kern, Inyo, Mono Workforce Development Board	Teresa Hitchcock Assistant County Administrative Officer	1600 E. Belle Terrace Bakersfield, CA 93307	661.336.6956 661.336.6917 hitchcockt@co.kern.ca.us
Fiscal Agent	Employers' Training Resource	Teresa Hitchcock Assistant County Administrative Officer	1600 E. Belle Terrace Bakersfield, CA 93307	661.336.6956 661.336.6917 hitchcockt@co.kern.ca.us
Local Area Administrator	Employers' Training Resource	Teresa Hitchcock Assistant County Administrative Officer	1600 E. Belle Terrace Bakersfield, CA 93307	661.336.6956 661.336.6917 hitchcockt@co.kern.ca.us
Local Area Administrator Alternate	Employers' Training Resource	Teresa Hitchcock Assistant County Administrative Officer	1600 E. Belle Terrace Bakersfield, CA 93307	661.336.6956 661.336.6917 hitchcockt@co.kern.ca.us

Les Clark		
Chair (Kern, Inyo, and Mono Workforce Development Board)	Signature 	Date 6.14.17
Zack Schrivner		
Chairman of the Board (Kern County Board of Supervisors)	Signature 	Date JUN 27 2017

Attachment F

**KERN, INYO AND MONO
WORKFORCE DEVELOPMENT BOARD
BYLAWS**

A. FUNCTIONS

The Workforce Investment Act (WIA) of 1998 has been replaced with the Workforce Innovation and Opportunity Act (WIOA) of 2014. The Local Workforce Development Board shall, along with the Chief Local Elected Officials (CLEO) representing units of general local government, be responsible for:

- 1. Developing a strategic 4-year Local Plan;**
 - a. *If the Local Workforce Development Area (LWDA) is part of a planning region, the Local Workforce Development Board (Local Board) shall collaborate with the other local boards and CLEOs in preparing and submitting a Regional Plan, which incorporates the Local Plans.***
- 2. Workforce Research and Regional Labor Market Analysis: Conduct research and assist the Governor in developing the statewide workforce and Labor Market Information (LMI) system;**
- 3. *Convening, Brokering, and Leveraging: Convene workforce and education stakeholders to assist in local planning and leverage resources;**
- 4. Employer Engagement: Lead efforts to engage with a diverse range of employers, ensure the Workforce Development activities meet the needs of employers, and support economic growth in the region;**
- 5. Career Pathways Development: Collaborate with secondary and postsecondary education to develop and implement career pathways;**
- 6. Proven and Promising Practices: Identify, promote, and disseminate proven and promising strategies;**
- 7. Technology: Develop strategies for using technology to maximize accessibility and develop intake and case management information systems;**
- 8. Program Oversight: Conduct oversight of local programs in partnership with the CLEO;**
- 9. Negotiation of Local Performance Accountability negotiation with the CLEO and the Governor;**
- 10. Subject to the approval of the CLEO, selection of Operators and Providers;**
- 11. Coordination of activities with education and training;**
- 12. Budget and Administration: Develop a budget, subject to approval by the local grant recipient (i.e. CLEO). Grants and Donations: The local board may solicit and accept grants and donations from sources other than Federal funds made available under this Act.**
- 13. Accessibility for Individuals with Disabilities: Annually assess the physical and programmatic accessibility of all one-stop centers in the local area in**

accordance with the Americans with Disability Act of 1990 and WIOA Section 188.

***Convening stakeholders and brokering relationships with a diverse range of employers:**

Although the WIOA does allow the Local Board to reduce its size to 19 mandated members, the KIM WDB has chosen to retain its larger composition, electing not to reduce its size by removing non-mandated One-Stop Partner members from the Local Board to an advisory-only position on a committee. Along with Business, Education, Economic and Community Development, Labor and Apprenticeships, Government and other stakeholders, the KIM WDB maintains a strong balance of workforce development, education and training stakeholders.

KIM WDB has and will continue to convene local employers to participate in industry forums to identify skills gaps and training needs to bridge the job seeker with job opportunities. These industry forums are led by the KIM WDB Members and engage all one stop partners, educational providers, businesses, trade unions, and community based organizations

Leveraging support for workforce development activities:

At the direction of the CLEO, staff to the KIM WDB pursue as many workforce development grants that are available. A cross section of education partners are WDB members which ensures collaboration to enhance services. This aligns programs between WDB and education to leverage resources where possible and avoid duplication. KIM offers integrated service delivery by braiding resources and coordinating services at the local level to meet client needs. Some of the programs the agency leverages include: TANF/CalWORKs, Transitional Age Youth (TAY), NFJP, and AB109.

B. STANDARDS OF CONDUCT

1. Open Meetings

The Local Board will conduct business in an open manner by making available to the public, on a regular basis through open meetings, information about the activities of the Local Board, including information about the local plan before submission of the plan, membership, the designation and certification of One-Stop operators, the award of grants or contracts to eligible providers of youth activities and, on request, minutes of formal meetings of the Local Board.

At this time the Local Board and its committees do not have equipment to participate via video conferencing. All meetings of the Local Board or its committees are accessible via teleconference. Quarterly meeting notices include the physical location of the Local Board and committee meetings, as well as a toll free dial in phone number and a meeting access code.

For Local Board and committee members who are unable to attend at the main location but choose to participate, under the State's Brown Act, an accessible

location must be posted for the public to be able to attend the meeting at that alternate location. Local Board and committee members who do not provide access to their site for the public are not permitted to vote during the teleconference on any action items before the Local Board or committee. Members phoning in from their car, for example, would not be able to vote, as the public would not have been able to access that vehicle.

2. Code of Conduct

The Local Board will adopt a code of conduct to be signed by each member at appointment and annually.

3. Conflict of Interest

The Local Board will adopt a conflict of interest policy governing the activities of the Local Board and all committees established by the Local Board whose members may not be Local Board members, including the ***Youth Committee***.

4. Ethics Training

Each member of the Local Board is required to receive ethics training no later than one year after their appointment. After the initial training, each Local Board member is required to receive ethics training at least once every two years.

C. MEMBERSHIP

1. Appointments

Local Board member appointments will be made by the Chief Local Elected Officials (CLEOs) of the participating counties. Per the Joint Powers agreement between the three (3) counties, Inyo and Mono may appoint one member each. Kern County will appoint the balance. Should Inyo or Mono not appoint a members, Kern County will appoint members as necessary. Members will represent all groups required by Federal and State law.

2. Composition

Composition of the Local Board shall consist of a Business majority (51%). ***The membership will be streamlined by having members represent more than one category as permitted by WIOA.***

A minimum size must be 19 members including: (a) 10 Business members, two representing small business; (b) workforce representatives, 20% of board size, with a minimum of four Labor representatives, optional CBOs and youth providers; (c) one each adult and higher education; (d) one economic development and one each local State government (One-Stop Partner agencies) representing Wagner-Peyser and Vocational Rehabilitation.

a. BUSINESS

b. WORKFORCE REPRESENTATIVES: 20% of board size, includes:

- (1) Mandatory Labor and Joint/Labor Management Apprenticeship; **15% Board size per State law;**
- (2) **Optional** Community-Based Organizations (CBOs), **non-labor agencies must have demonstrated experience in addressing the employment needs of those with barriers to employment (e.g., veterans, individuals with disabilities);**
- (3) **Optional Youth Provider organizations with demonstrated experience and expertise in addressing the employment, training, or education needs of youth, including out-of-school youth;**

C. EDUCATION AND TRAINING

- (1) **WIOA Title II Adult Education and Literacy**
- (2) **Institution of Higher Education**
- (3) **Other Education or CBO (optional) with demonstrated experience in addressing the employment needs of those with barriers to employment;**

d. GOVERNMENT AND ECONOMIC OR COMMUNITY DEVELOPMENT

- (1) Shall include at least **one** Economic or **Community** Development entity
- (2) WIOA Title III State Wagner-Peyser Employment Services (One-Stop Partner Program)
- (3) State Vocational Rehabilitation (One-Stop Partner Program);

e. OTHER ONE-STOP PARTNER PROGRAMS

Except for above, all other partner programs, while mandated to contribute to the One-Stop System are no longer mandatory Board members;

f. OTHER

Workforce development related members as deemed appropriate.

3. Term

Members will serve a fixed term of three (3) years from date of certification or appointment. Members will serve until the appointment of another member to replace him/her or until they resign. Members may serve consecutive terms and may be reappointed prior to the end of their current terms. Terms shall be fixed and staggered.

4. Resignation

Any Local Board member may resign by giving written notice to the Local Board. ***Local Board staff will forward any resignations received to the Clerk of the Board of Supervisors Kern County for posting openings. In addition, Local Board and committee members will be notified during meetings so that they may recruit as well as inform their nominating agencies about vacancies.***

5. Removal for Cause or Attendance

In December 2014 the Local Board adopted an attendance policy that permits the Local Board to remove members who fail to attend meetings, subject to approval of the CLEO. The WDB also chose not to reduce the size of the WDB by removing One-Stop Partner members from the Local Board to an advisory-only position on a committee.

Although the WIOA allows for an alternate designate to cover for a WDB member who cannot attend a meeting, the WDB did not adopt one. The WDB discussed that since the size of the KIM WDB was not reduced down to the minimum 19 members, that any person attending for a WDB member and allowed to vote on action items before the Board should be vetted as fully as any WDB member. With the WDB remaining around 45 members, it was decided that the attendance policy was sufficient to ensure that each Local Board meeting would have its requisite quorum, thereby negating the need for vetting more than 40 alternates.

Removal of Local Board members may only be accomplished at meetings of the full Local Board. Such authority may not be assigned to an Executive or other committee.

a. Cause

Any member may be removed from the Local Board for cause if 2/3 majority of the members approve such action.

b. Attendance

Attendance at all Local Board and standing Committees to which a member has been appointed is expected of all members. Attendance by members at regularly scheduled meetings is critical for the Local Board to fulfill its function.

The Executive Committee shall routinely review member attendance at Local Board and committee meetings. Staff shall present attendance records for Executive Committee members to review at each of its meetings.

Notification of Absence: Members shall notify the Chair of the Local Board (or through Board staff) of any expected absence for a meeting by 5:00 p.m. of the day before the meeting, indicating the reason for the absence.

Local Board staff shall act on behalf of the Kern, Inyo and Mono Workforce Development Board (KIM WDB) to record cause of such absences and shall provide such to the Executive Committee for consideration.

An excused absence shall be recorded in the Local Board minutes when a Member notifies the Board staff of the intended the day before the meeting, except that if the absence is due to illness occurring during the 24 hour period,

the absence shall be deemed excused if the Board staff is notified of the illness prior to the roll call for the meeting.

Local Board members who miss two (unexcused) consecutive full Board meetings will be considered inactive and subject to removal. After a Member is absent and inactive, the Local Board Chair will contact the Member to find out what problems exist and if the Member still has an interest in serving on the Local Board. The inactive Member will have one more opportunity to attend a meeting. If the Member misses a third meeting, the Local Board Chair will notify the Executive Committee in writing that the inactive Member should be considered for removal.

Unless otherwise excused, all Members shall be required to attend a minimum of three quarters (75%) of all Local Board meetings and a minimum of three quarters (75%) of all committee meetings to which the Member is assigned during the course of a year in order to maintain Membership in Good Standing. Failure to comply with this attendance provision can result in removal from the Local Board. Members will be removed from membership on the Local Board if the member is absent from more than three (3) consecutive regular committee meetings or three (3) consecutive regular meetings of the full Board. A member with a substantial pattern of absences, however varying from the absence pattern noted in this section, may be removed from membership.

c. Procedure for Removal by Local Board:

- (1) A removal is proposed and discussed at an Executive Committee meeting;
- (2) A Recommendation of Removal from the Executive Committee shall be brought before the full Board for discussion and vote;
- (3) The member whose removal is being considered shall be invited to present reason(s) why their removal should be reconsidered at both the Executive Committee and meeting of the full Board; and
- (4) Removal from the Local Board shall require a two-thirds majority and affirmative vote of the KIM WDB at a regularly scheduled meeting, in which a quorum has been established.

The Local Board is appointed by the Chief Local Elected Official (CLEO) in the local area in accordance with State criteria established under WIOA section 107(b). Therefore, the Local Board will refer removal recommendations to the CLEO for their review and approval.

d. Renewal

Local Board members will be notified by Board staff at least 60 days in advance of their term end date that their term will end. Local Board members who wish to be considered for renewed membership on the Local Board shall complete a Local Board Membership Renewal Packet for their mandated category of representation and submit it to Board staff no later than 30 days prior to the end of their term. Completed Membership Renewal packets must be submitted two

(2) weeks prior to the term end date to ensure it will be considered for renewal by the Local Board.

e. Change of Status

Local Board members are responsible for notifying the Local Board's Executive Secretary of any change in their status that would affect their eligibility to serve on the Local Board. This includes, but is not limited to:

- ***Change of employer into a different membership category***
- ***Change of employment status including retirement***
- ***Ceasing to represent the category for which they were appointed to the Board***
- ***Activities or interests in conflict with the interests of the Board***
- ***Or other change in status that alters the member's qualifications that were present when appointed***

Members who no longer qualify for the category for which they were appointed will, within 30 days of the change in status, either (a) resign their membership in writing or (b) petition the Local Board through the Executive Secretary to remain on the Local Board for additional time, up to the end of their regular three-year term or until they are replaced, whichever period is less.

The Executive Secretary of the Local Board will notify the Executive Committee of such petitions and will forward them to the full Board, which may accept or deny them and forward their recommendation to the Chief Local Elected Official (CLEO). Members that do not resign or petition the Board are deemed to have voluntarily resigned their membership and are subject to removal by the Local Board and respective CLEO.

f. Vacancies

The Executive Committee shall solicit and/or review nominations received to fill vacancies and make recommendations to the Local Board, who will make recommendations to the Kern County Board of Supervisors. Both solicited and unsolicited nominations will be maintained as a pool for further appointments. Pools will be updated before new appointments are made or as necessary.

In the event of a vacancy, the Executive Committee is responsible for maintaining the required composition of the Local Board. A vacancy may not necessarily be filled if the required composition of the Local Board can be maintained without filling the vacancy.

While reviewing potential Business members, consideration will be given to local and/or regional Labor Market Information and industry sectors targeted in the Local Plan.

WDB member resignation letters are forwarded to the Kern County Board of Supervisors' Clerk of the Board so those vacancies can be posted. In addition, staff to the Board review the existing pool of nominations. Business members and nominating agencies such as Chambers of Commerce are notified of openings for Business members. Labor or Apprenticeship vacancies will be reported to the appointing agencies so they can nominate replacement members. One-Stop Partner agencies generally nominate replacements, for example when the member is retiring. All of these are used to fill vacancies as expediently as possible.

D. LOCAL BOARD COMMITTEES

All Board standing committees must be chaired by a member of the Local Board.

1. Executive Committee

The Executive Committee will consist of the Local Board Chair, Vice Chair, and all standing committee Chairs, and additional members as approved by the Local Board. It will retain a majority of business representatives.

Functions:

Act on matters requiring expediency and function for the full Board between Local Board meetings. In instances where urgency and time constraints do not permit items to be acted upon by the full Board, the Executive Committee takes necessary actions on behalf of the Local Board. All such actions shall be subject to ratification by the full Board at its next regularly scheduled meeting.

Develop agenda for Local Board meetings;

Review applications and make recommendations for membership to the Local Board;

Routinely review member attendance of Local Board and committee meetings;

Review applications for Title II Adult Basic Education and Literacy grants to the State to ensure they are compatible with the Local Plan and submit recommendations to the Local Board;

Approve annual budgets and forward to the Local Board for review;

Evaluate service providers and review audits and staff monitor reports;

Provide policy direction to staff; and

Perform other duties as deemed necessary by the Local Board.

Under the procurement policy, if applicants file an appeal, the Executive Committee will be responsible for reviewing funding appeals for merit, and shall have authority to reconsider funding recommendations if warranted.

2. Youth Committee

Functions:

Coordinate the development of youth policies;

Coordinate local vocational and educational activities related to workforce preparation;

Recommend eligible providers of youth activities to be awarded grants or contracts on a competitive basis to ensure high quality programs;

Conduct oversight with respect to the eligible providers of youth activities in the local Workforce **Development** Area; and

Address key development, education and employment issues affecting youth.

3. **Program and Business Services Committee**

Functions:

Review and recommend approval of the local plan and the Business Services Plan to the Local Board and its committees;

Research/review labor market needs;

Provide overall guidance and promote the economic development strategy for the local area;

Review and recommend marketing strategies to promote the Workforce Development Area activities and service delivery goals;

Recommend programs to be funded and plans for accomplishment;

Develop linkages and coordinate resources with other agencies; and

Coordinate activities and policies for America's Job Center of California (AJCC) in the Local Area.

4. **Other Committees**

Other committees of Local Board members, which may include persons not on the Local Board, may be formed on either standing or ad hoc basis.

E. MEETINGS

1. **Regular Meetings**

The Local Board shall meet not less than four times per year.

2. **Special Meetings**

The Chair of the Local Board may call special meetings at any time. Each member and the public will be given adequate notice of such meetings.

3. **Quorum**

One half, plus one, of the total Local Board/committee membership shall constitute a quorum for official business for the Workforce Development Board and Executive Committee meetings. One-third of the total committee membership shall constitute

a quorum for official business for the Youth **Committee** and the **Program and Business Services Committee** meetings.

4. **Open Meetings**

All regular meetings of the Local Board and its committees shall be open and accessible to the general public.

5. **Voting**

- a. Members of the Youth **Committee**, if not appointed as full Local Board members, will be non-voting members of the Local Board.
- b. Each full member of the Local Board, including the Chair and Executive Secretary, shall have one (1) vote.
- c. For official business, a majority vote of the quorum is needed to pass a motion.

F. OFFICERS

1. **Chair**

- a. The Board shall elect one (1) member as Chair.
- b. The Chair shall serve a term of one (1) year and may serve consecutive terms.
- c. The Chair shall be a Business representative.
- d. The Chair shall preside over all regular meetings and may call special meetings if necessary
- e. The Chair shall make appointments to all committees of the Board, except the elected committee Chairs, other elected Executive Committee members and the Youth **Committee**.

2. **Vice Chair**

- a. The Board shall elect one (1) person as Vice Chair.
- b. The Vice Chair shall serve a term of one (1) year and may serve consecutive terms.
- c. The Vice Chair shall be a Business representative.
- d. The Vice Chair shall assume the responsibilities of the Chair in his/her absence.

3. **Executive Secretary**

The director of Employers' Training Resource shall serve as Executive Secretary of the Board.

G. STAFF

1. The director of Employers' Training Resource shall serve as staff to the Board, unless otherwise specified in the Local Board/CLEO Agreement.
2. Staff shall be responsible for the taking of minutes of all meetings.

3. Staff shall prepare reports as necessary to inform the Board of the status of programs.

H. AMENDMENT OF THE BYLAWS

These Bylaws may be amended or repealed and new Bylaws adopted by the vote of a majority of the members of the **Local Board** at any regular or special meeting.

Attachment G

Comprehensive AICC One-Stops and AICC Partners in the Local Area

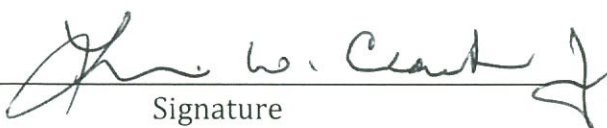
PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Kern, Inyo and Mono Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act (WIOA).

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

Local Workforce Development Board Chair

Chief Elected Official


Signature


Signature

Les Clark
Name

Zack Schrivner
Name

Chair
Title

Chairman of the Board
Title

6.14.17
Date

JUN 27 2017
Date

Attachment H

Local Board Record of Comments

(Public Comments)

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

Kern, Inyo, and Mono Workforce Development Board (KIM WDB) did not receive any comments that disagreed with the local plan.

Attachment I

Kern County

**JOINT POWERS AGREEMENT
(Workforce Investment Act)**

Ag. # 117-2001

THIS AGREEMENT, made and entered into this 13TH day of FEBRUARY, 2001, by and among the COUNTY OF KERN, the COUNTY OF INYO, and the COUNTY OF MONO, each a political subdivision of the State of California;

W I T N E S S E T H :

WHEREAS:

(a) In 1998, the Congress of the United States enacted the Workforce Investment Act (P.L. 105-220; hereinafter "WIA") for the purpose of consolidating, coordinating and improving employment, training, literacy, and vocational rehabilitation programs, and for other purposes; and

(b) The WIA provides for the delivery of WIA-funded services through Workforce Investment Areas; and

(c) The Governor of the State of California has designated the Counties of Kern, Inyo, and Mono as a single Workforce Investment Area; and

(d) Government Code §26227 authorizes counties to establish programs necessary to meet the social needs of their population; Government Code §53703 authorizes counties to do all acts necessary to participate in programs whereby federal funds are granted to counties for purposes of education and welfare, including the authority to contract and cooperate with other local public agencies; and Government Code §6500 et seq. authorizes counties to jointly exercise any power common to them all; and

(e) The parties hereto desire to enter into an agreement to specify their responsibilities under the WIA to be operated in the Workforce Investment Area comprising Kern, Inyo, and Mono Counties;

NOW, THEREFORE, IT IS MUTUALLY AGREED by the COUNTY OF KERN, the COUNTY OF INYO, and the COUNTY OF MONO as follows:

1. Definitions. Except as otherwise set forth herein, all terms shall have the same meaning as set forth in the WIA or its implementing regulations.
2. Purpose. This Agreement will provide the administrative framework for the Counties of Kern, Inyo, and Mono to cooperate in undertaking the WIA-funded programs and other WIA responsibilities to be operated within their jurisdictions. It is the parties' intent to both maximize local control and decision-making over their individual programs and to work together regionally, when appropriate.
3. Establishment of the Kern, Inyo, and Mono Counties Workforce Investment Board.

- a. Pursuant to §117a of the WIA, there is a Workforce Investment Board for the Kern, Inyo, and Mono Counties Workforce Investment Area.
 - b. The Board of Supervisors of each County (or their respective authorized representatives), subject to the State Workforce Investment Board's and Governor's certification, shall appoint members to the local Workforce Investment Board (hereinafter "WIB") in the manner provided in the WIA.
 - c. Inyo and Mono Counties may each appoint one member and Kern County will appoint the balance. Should Inyo or Mono Counties not appoint a member, Kern County will appoint members, as necessary.
 - d. The WIB shall initially be composed of 39 members. Thereafter, the number of members of the WIB shall be determined by the WIB.
 - e. The WIB shall function pursuant to the requirements of the WIA (§117d) and shall have the authority to, among other things, enter into agreements with the Counties of Kern, Inyo, and Mono; and select a grant recipient and entity to administer the workforce investment plan.
 - f. The WIB shall review, monitor, and evaluate the programs conducted under the workforce investment plan.
 - g. The WIB shall develop its own operating procedures.
 - h. The Counties of Kern, Inyo, and Mono may establish individual advisory councils for the purpose of advising the WIB on the training needs within their individual jurisdictions.
4. Duties and Responsibilities of the Counties.
- a. Acting within the parameters of the WIA, its implementing regulations, all applicable laws, and as authorized by the WIB, each County will be responsible for operating WIA-funded programs within its own jurisdiction. Program operations shall include, but not be limited to, recruitment, determination of participant eligibility, assessment, counseling, placement, training, follow-up, grievance procedures, providing required insurance, and other workforce investment plan activities, including Core Services, Intensive Services and Training Services.
 - b. Each County shall develop mechanisms for coordinating its programs with public and private service deliverers within its own jurisdiction.

- c. Each County may enter into vendor agreements, Individual Training Accounts and/or subcontracts with public and private agencies as necessary, to fulfill its responsibilities under the WIA and the workforce investment plan, subject to the terms of any agreement between the Counties and the WIB.
 - d. Each County shall implement any and all accounting and reporting procedures necessary to assure compliance with the requirements of the WIA. The Counties of Inyo and Mono shall submit any and all necessary information, documentation, and reports to Kern County in a timely manner.
5. Additional Duties and Responsibilities of Kern County. Because of its large population (in comparison to Inyo and Mono Counties) and its experience as an Administrative Entity and Grant Recipient under the Job Training Partnership Act, Kern County will undertake the following duties:
- a. Receive WIA funding from the State and develop necessary accounting and disbursement systems for providing such funding to the Counties of Kern, Inyo, and Mono.
 - b. With the assistance and cooperation of Inyo and Mono Counties, compile and submit WIA reports as required by the State.
 - c. Provide support staff to the WIB.
 - d. Provide monitoring and auditing services to Inyo and Mono Counties, which services shall be available on a cost reimbursement basis.
 - e. Provide additional services to Inyo and Mono Counties as needed on a cost reimbursement basis.
6. Allocation and Disbursement of Funds.
- a. WIA funds received by Kern County shall be disbursed to each County in the same proportion as determined by the formulas in the WIA and using the same data sources used for the Workforce Investment Area allocation; except that individual allocations for each County will be used, if provided by the State.
 - b. Funding to individual Counties may be withheld if there is a determination that a County is not in compliance with this Agreement, an agreement with the WIB, the WIA or its implementing regulations, or existing laws.

- c. There shall be strict accountability for all WIA funds and each County shall provide all necessary reports of all receipts and disbursements.

7. Term. This Agreement shall become effective upon its execution by all parties hereto and shall continue in effect until terminated in the manner hereafter provided.

8. Termination. This Agreement may be terminated by:

- a. Appropriate action of the State or the U.S. Department of Labor;
- b. The State designating an alternate Workforce Investment Area involving a party to this Agreement; or
- c. A party hereto withdrawing, following 90 days written notice to the WIB and each of the other Counties.
- d. In the event this Agreement is terminated, all real and personal property and WIA funds in the possession of the administering entity shall be disbursed pursuant to WIA requirements or State or U.S. Department of Labor orders. Absent such requirements or orders, said property and funds shall be distributed to the parties in accordance with the "population basis" formula initially employed in disbursing the funds, after payment of any outstanding debts or reimbursable costs.

9. Amendments/Modifications. This Agreement may only be amended or modified by the written consent of all parties hereto.

10. Liability of the Parties.

- a. Each of the parties hereto shall be liable for the activities conducted within its own jurisdiction pursuant to this Agreement.
- b. No debt, liability, or obligation of any one party to this Agreement shall constitute the debt, liability, or obligation of any of the other parties to this Agreement.
- c. Each of the parties to this Agreement shall indemnify and hold harmless the other parties to this Agreement for any damages, costs, or liabilities arising out of the acts or omissions of its own officers, agents, and employees.
- d. All of the privileges and immunities from liability, exemptions from laws, ordinances and rules, all pension, relief, disability, worker's compensation, and other

benefits which apply to the activity of officers, agents, or employees of any party to this Agreement when performing their respective functions within the territorial limits of their county of employment or agency, shall apply to them to the same degree and extent while engaged in the performance of any of their functions and duties extraterritorially under the provisions of this Agreement.

11. Successors. This Agreement shall be binding upon and shall inure to the benefit of any successors to or assigns of the parties.

12. Pledge of Cooperation. Each of the parties hereto pledges its cooperation to the other parties hereto in attempting to accomplish the purposes of this Agreement and the WIA.

13. Compliance with Laws. Each of the parties hereto shall comply with the provisions of the WIA and its implementing regulations, and any and all applicable federal and state laws.

14. Severability. Should any part, term, portion, or provision of this Agreement be finally decided to be in conflict with any law of the United States or of the State of California, or otherwise be unenforceable or ineffectual, the validity of the remaining parts, terms, portions, or provisions shall be deemed severable and shall not be affected thereby, provided such remaining portions or provisions can be construed in substance to constitute the Agreement which the parties intended to enter into in the first instance.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their respective officers and agents on the day and year first written above.



[Signature]
Clerk, Board of Supervisors

COUNTY OF KERN

Barbara Patrick
Barbara Patrick, Chairman
Board of Supervisors

ATTEST

Patricia Dunsolley
Clerk, Board of Supervisors

COUNTY OF INYO

Michael Dorame
Michael Dorame, Chairman
Board of Supervisors

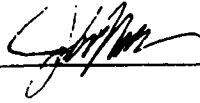
ATTEST

[Signature]
Clerk, Board of Supervisors

COUNTY OF MONO

Joann Ronci
Joann Ronci, Chair
Board of Supervisors

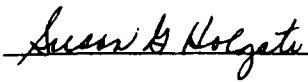
RECOMMENDED AND APPROVED
AS TO CONTENT - KERN COUNTY



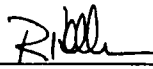
APPROVED AS TO FORM
OFFICE OF COUNTY COUNSEL
KERN COUNTY



RECOMMENDED AND APPROVED
AS TO CONTENT - INYO COUNTY



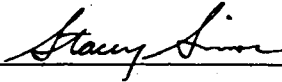
APPROVED AS TO FORM
OFFICE OF COUNTY COUNSEL
INYO COUNTY



RECOMMENDED AND APPROVED
AS TO CONTENT - MONO COUNTY



APPROVED AS TO FORM
OFFICE OF COUNTY COUNSEL
MONO COUNTY



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JTPRSAGE