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Section 1: Consortium Information

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Consortium Members

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Taft Union High School

Maricopa High School

Kern County Superintendent of Schools

West Kern Adult Education Network JPA

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Section 2: Comprehensive Regional Three-Year Plan

2.1 Executive Summary

The first three years of operation at the West Kern Consortium were defined by the implementation of the Adult Education Program (AEP). The goals in the first three-year consortium plan were to have a well-established system of intake, assessment, advisement, and placement into adult education and workforce services. The formation of the West Kern Adult Education Network JPA allowed the consortium to leverage and localize all their resources leading to a successful implementation of the three year goals. Leveraging resources and funds in a community listed as one of the top 50 worst places to live (24/7 Wall St. Index) is important to the educational institutions in West Kern. As a result, the alignment of resources has facilitated the growth of adult education. This has allowed the consortium to deliver on its vision:

The consortium will ensure that all residents have access to sufficient and effective resources, training, and support required to meet the community needs for high school equivalency literacy, English as a Second Language (ESL), and citizenship education.

By creating the West Kern Adult Education Network (WKAEN), the West Kern Consortium has sparked a transformation in western Kern County to provide a pathway to greater career mobility, economic growth, and community development. The core purpose of WKAEN is to develop and provide educational opportunities for adults leading to increased employment and/or higher education resulting in greater financial stability. This purpose is accomplished through the organization's core values:

- Removing barriers and empowering students
- Community involvement and awareness
- Respect and support shown to students and employees

These values have served the organization well. WKAEN has served over 300 clients two years in a row (the West Kern Consortium was projected to serve 200 by AEP). Presently, the needs of the community remain the same: low high school equivalency attainment, a high unemployment rate, and a large immigrant population in need of English as a Second Language. WKAEN will continue to prioritize the adult basic education and the English as a Second Language programs in the region to meet the needs of the community.

The hiring of the Instructional Dean, in 2018, resulted in an increase in Career Technical Education in the region. In 2018, WKAEN offered 16 trainings compared to three the previous year. Trainings offered at WKAEN included Welder's Helper, State Certified Security Guard Card, Home Care Aide, Industrial Safety, ServSafe Food Handler, Computer Skills, Office Skills, Forklift, and CPR. WKAEN is currently developing new trainings to implement with consortium members and stakeholders.

The next three years will mark a period of expansion for the organization. In 2019-20, WKAEN, Taft College and Taft Union High School will offer two additional trainings annually in Home Care Aide and Security Guard Card. The California Chancellor's Office Strong Workforce Program will partially fund these programs. In 2019, the West Kern Adult Education Network applied for and received the Workforce Innovation and Opportunity Act (WIOA) grant. WKAEN was granted \$200,000.00 and is expected to serve 36 out-of-school youth the first year. The Out-of-School Youth grant will provide job training through internships and mentoring for youth ages 16-24.

The initial program implementation has helped WKAEN establish a baseline for future program piloting and implementation. In the coming years, the West Kern Adult Education Network will focus on increasing access to education for adult learners. The following goals have been established to align to the organizations vision while simultaneously meeting the needs of adult learners in West Kern.

- By 2022, increase the number of HSE graduates to 50 per year
- By 2022, develop at least two regionally recognized certificates in Industrial Safety and Office Skills leading to gainful employment
- By June 2020, improved/redesign the student follow up process
- By June 2022, have an ESL Distance Program that serves at least 100 active students varying from beginner to advanced. Hire two part-time ESL instructors to teach a morning, evening, and distance learning classes
- By June 2020, hire two part-time counselors to deepen engagement with students regarding their goals and long term education or career plans

The West Kern Adult Education Network has a small and dedicated team of administrators, instructors, and clerical staff. The organization has the support of consortium partners and the local community. Removing barriers and empowering students is a goal shared by all involved. In the next three years, the West Kern Consortium strives to continue to make an impact and

to see a measurable increase in the HSD and HSE completion rate, a decrease in unemployment, and a healthier community in West Kern.

2.2 Pre-Planning Assessment

The West Kern Consortium is comprised of the West Kern Community College District, (WKCCD); the Taft Union High School District; the Maricopa Unified School District; and the Kern County Superintendent of Schools (KCSOS). In 2018, the consortium formally formed the West Kern Adult Education Network JPA. Together these educational institutions provide the majority of the education and workforce training programs in the West Kern region. The formation of the West Kern Adult Education Network (WKAEN) has allowed consortium members to leverage all their resources and has facilitated the growth of adult education. Leveraging resources and funds in a community listed as one of the top 50 worst places to live (24/7 Wall St. Index) is important to the education institutions in West Kern.

West Kern Adult Education Network (WKAEN)

The West Kern Adult Education Network (WKAEN) is the designated adult education provider in West Kern and is comprised of the key education institutions in the region. The WKAEN administrative office located at the Taft Historic Fort—a local landmark, easily accessible by public transportation—coordinates the majority of the adult education programs. The programs offered by WKAEN are aligned to meet the requirements outlined by the Adult Education Program (AEP) for core and special program areas per Assembly Bill 104 (AB104).

The adult basic education offered by WKAEN include the High School Equivalency Program and the English as a Second Language & Citizenship Program. The GED and HiSET preparation classes offered by the West Kern Adult Education Network prepare students to earn their high school equivalency certificate. The GED classes are taught in English and prepare students for the four subjects: mathematics, language arts, social studies, and science needed to pass the GED. The HiSET classes are taught in Spanish and prepare students for the five subject areas: mathematics, reading, writing, science, and social studies needed to pass the HiSET. The West Kern Adult Education Network offers three levels of ESL. The ESL levels are designed to meet the needs of students, while also preparing students to further their English proficiency at Taft College. The goal of the ESL program at WKAEN is to prepare non-native English speakers from varied academic backgrounds and with different academic, vocational, or personal goals with sufficient English to communicate effectively in the community. The goal of the citizenship classes is to help applicants prepare for their interview.

As one of the core program areas in AB104, the Career Technical Education (CTE) program at the West Kern Adult Education Network focuses on providing free and short-term training that strengthen the West Kern workforce. The trainings provide students with the skills, knowledge, and certifications needed to gain or maintain employment. In collaboration with key partners, WKAEN has been able to offer a variety of trainings that meet the needs of

students and local industry. Special attention is given to labor market data and emerging labor trends to guide the implementation of new programs. In 2018, WKAEN offered 16 trainings compared to three the previous year. Trainings offered at WKAEN included Welders Helper, State Certified Security Guard Card, Home Care Aide, Industrial Safety, ServSafe Food Handler, Computer Skills, Office Skills, Forklift, and CPR. Trainings are offered in the fall and spring.

Entry into the adult basic education and adult secondary education programs was setup to increase recruitment and retainment by accepting applicants on a rolling basis. Entry into the CTE program require a mandatory orientation. All student receiving services or instructions funded by AEP are required to complete an Intake (based on the CASAS Entry Record). Students are required to take a pre and post-test using a National Reporting System (NRS) approved instrument (the CASAS Life and Work Series). Students receive counseling about the adult education programs available and are given referrals to resources by trained clerical staff at the administrative office. West Kern Adult Education Network uses CASAS TOPSpro Enterprise software to collect and report adult learner demographics, barriers, and program outcome information. Furthermore, the accountability requirement, data collection, and report submissions at WKAEN are aligned to meet the requirements of the Adult Education Program.

Funding for adult basic education and career technical trainings offered by WKAEN comes from the state apportionment. In 2019-20, WKAEN is scheduled to receive \$832,637. External funding for CTE will come from the West Kern CCD - Strong Workforce Program.

West Kern Community College District

The West Kern Community College District, better known as Taft College, is a rural community college in Taft, California. Taft College is the sole higher education institution and works collaboratively with its feeder schools: Taft High School, Buena Vista High School, Maricopa Unified School, and the West Kern Adult Education Network. Taft College supports adult education in different capacities. For adult basic education, the college provides student support services that include access to academic counseling, access to the library, and access to the testing center. The testing center, located in the center of the college, provides the first exposure to higher education for high school equivalency students. This exposure has helped facilitate a pathway into post-secondary education enrollment. The college also has a thriving Transition to Independent Living (TIL) program for adults with disabilities. A collaboration between WKAEN and the TIL program has allowed both organizations to serve the same population without duplicating services. Other collaboration with the college include the sharing of facilities for career technical education. The Taft College Welding Facility is used to

hold the Welder Helper training and various forklift certification classes. In 2019-20, WKAEN, Taft College and Taft Union High School will offer two additional trainings annually in Home Care Aide and Security Guard Card. The California Chancellor's Office Strong Workforce Program will fund these programs.

The Taft Union High School

The Taft Union High School District's Career Technical Department is a valuable asset for adult education in West Kern. The CTE Department has its own facility, the Career Technical Education Center (CTEC), where various CTE courses are held. The department focuses on providing programs that meet today's job demands and the careers of the future. One of the missions of the CTE Department at TUHS is to provide classes that provide theory-based instruction, as well as opportunities to apply that knowledge through "hands-on" skills applications. The Career Technical Education Center offers the following programs:

- Ag Mechanics/Ag Science
- Arts, Media, and Entertainment (TV Production)
- Education (Careers in Education)
- Energy (Oil Tech Academy)
- Health Science (Health Careers)
- Hospitality (Culinary Arts)
- Manufacturing (Graphic Communications)
- Marketing (Retail Sales)
- Public Service (Law Enforcement)
- Transportation (Auto Technology)

In collaboration with the TUHS CTEC Department, the West Kern Adult Education Network has facilitated thirteen trainings since 2017. WKAEN used the CTEC facilities and instructors in the areas of Health Careers, Law Enforcement, Computer, and Culinary Arts. This leverages current resources because no additional teachers need to be hired and no additional facilities need to be rented. The industry certificates awarded are advantageous to adult learners because they take a short amount of time to complete and because they offer a preview of potential career options.

In 2019, the West Kern Adult Education Network applied for and received the Workforce Innovation and Opportunity Act (WIOA) grant. WKAEN was granted \$200,000.00 and is expected to serve 36 youth the first year. The Out-of-School Youth grant will focus providing job training through internships and mentoring for youth ages 16-24.

Maricopa Unified School District

Situated 6.5 miles south-southeast from Taft, the Maricopa Unified School District is the sole education provider in this small city with a population of 1,154 (2010 census). Providing adult education to the residents of this rural community has been dependent on access to free public transportation. This is true for other census-designated areas served by the West Kern Consortium: Dustin Acres, Fellows, Tupman, and Valley Acres. Transportation is a unique barrier for clients in West Kern. Clients report having a vehicle or access to a vehicle, but many struggle paying for gasoline. Public transportation in the area exist, but services are limited. The Taft Area Transit, for example, operates the Maricopa to Taft route that runs three times a day and offers no weekend service. To address the needs of these rural communities, WKAEN schedules classes when the buses are running and provides bus passes to ease the burden of transportation.

Other Key Partners

The West Kern Adult Education Network has established partnership with other organizations serving adult learners. The partnership with the Department of Human Resources (DHS) in Taft, which serves as a hub for Americas Job Center, has facilitated the transition into adult education and CTE for CalWORKs recipients. In 2018, Taft Modified Community Correctional Facility (MCCF) and WKEAN entered into a signed memorandum of understanding. Under this agreement, WKAEN funds the GED program for ten MCCF clients. Additionally, the Instructional Dean has developed working relationships with local industry partners and staffing agencies to provide employment opportunities for CTE graduates.

Table 1. Regional Service Providers

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS	
XYZ Agency	Business / Industry	555 Adult Education Lane, Los Angeles, CA 90001	X	X	X	X	X	X	X	X	XYZ agency provides opportunities for students in Manufacturing Bridge Courses to Job Shadow.
Taft College (West Kern Community College District)	Education/College	29 Cougar Court Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides facilities and student support services for ABE and CTE
Taft Union High School District	Education/K-12 School District	701 Wildcat Way Taft, CA 93268	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides facilities and student support services for ABE and CTE
Maricopa Unified School District	Education/K-12 School District	955 Stanislaus St Maricopa, CA 93252	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides facilities and student support services for ABE and CTE
Taft City School District	Education/K-12 School District	820 6th St Taft, CA 93268	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides opportunities to work with parents with children
Kern County Career Services Center-Americas Job Center	Employment services	119 N 10th St Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides referrals for clients seeking ABE and CTE services
Kern County Aging & Adult Services	Home Care Aide services	5357 Truxtun Ave, Bakersfield, CA 93309	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides orientation for Home Care Aide training
Agape In Home Care, Inc.	Home Care Aide services	4800 District Blvd, Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Home Care Aide program
M & S Security	Security Company	2900 "L" St Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Security Guard Card program
Transwest Security	Security Company	8502 Crippen St., Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Security Guard Card program
Workforce Staffing	Staffing Company	300 Truxtun Ave., Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Welders Helper & CTE programs
MidCal /Rand	Staffing Company	5016 California St., Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Welders Helper & CTE programs

Provider Name	Provider Type	Address or location(s) where AE services are provided	Program Areas								If other, provide a brief description of services provided
			ABE	ASE	ESL	CTE	AWD	WR	PA	ACS	
KSI	Staffing Company	5024 Airport Dr., Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Welders Helper & CTE programs
PCL	Oil industry company	1500 S Union, Bakersfield	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Welders Helper & CTE programs
GPS	Oil industry company	1333 Kern St., Taft, CA 93268	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides employment for Welders Helper & CTE programs
City of Taft	Local Government	209 E. Kern St., Taft	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides support for adult education in West Kern
Taft Modified Community Correctional Facility (MCCF)	Correctional facility	330 Commerce Way, Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides HSE classes
Taft Police Department	Public Safety	320 Commerce Way Taft, CA 93268	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Provides LiveScans and background checks for CTE
Taft –Maricopa Area Transit	Transportation	333 Commerce Way Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides transportation for ABE and CTE clients
Taft Chamber of Commerce	Organizational asset	915 N. 10th St Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides networking and marketing for adult education
Westside Christian Ministers Association	Organizational asset	Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Provides networking and marketing for adult education
Together We Can Collaborative	Organizational asset	915 N. 10th St Taft, CA 93268	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Human Services Collaborative- this collaborative is made up of key organization in Kern County

Table 2. Funding for Adult Education Programs and Services

Source and Type of Funds	Funding Estimates FY2019-20	Funding Estimates FY2020-21	Funding Estimates FY2021-22
State / Federal Funding			
AEP	\$832,637	\$832,637	\$832,637
CalWORKs	\$0	\$0	\$0
CCD Apportionment	\$0	\$0	\$0
Corrections	\$0	\$0	\$0
LCFF / District Funds	\$0	\$0	\$0
Perkins V	\$0	\$0	\$0
WIOA II	\$200,000	\$200,000	\$200,000
Other			
Strong Work Force	\$24,966	\$24,966	\$24,966
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
Total	\$1,057,603	\$1,057,603	\$1,057,603

2.3 Community Need and Customers

Current Customers

Located within Kern County, the West Kern Consortium is situated on the vast Midway- Sunset Oil Field, encompassing a 767-square mile area. The areas served in this diverse and rural population include Taft, Maricopa, Fellows, Elk Hills, McKittrick, and other census-designated places in West Kern. The communities of Taft and Maricopa are the primary population centers within western Kern County, and home to approximately 27,000 residents combined. Like many rural regions in California, adult education services within western Kern County were fragmented, and in many cases, non-existent. The consortium, however, has made great strides and has sparked a transformation in western Kern County to provide a pathway to greater career mobility, economic growth, and community development.

In 2018-19, West Kern Adult Education Network provided services to approximately 367 students, which is a slight increase from 351 in 2017. The West Kern Consortia was expected to serve approximately 200, but has exceeded that number two years in a row. The makeup of clients is 55% female and 45% male. Clients seeking services range in age from 18-70; however, the majority of the students fall in the range of 18-59 years old with a strong concentration of youth 18-24 seeking services. About 50% of clients seeking services do not have a high school diploma, 33% only have a high school diploma, and 4% have a high school equivalency (GED). In 2018, about 43% of clients enrolled in a career technical education or workforce readiness program. Approximately 37% enrolled in the high school equivalency program. The English as a Second Language program had a 14% enrollment rate, a decrease from 32% in 2017 due to staffing changes. Additionally, 6% of the clients enrolled are adults with disabilities.

The Regional Labor Market

Western Kern County is younger and more diverse than Kern County as a whole. Fifty-five percent of the residents in western Kern County are age 34 or younger as compared to 49 percent in California. This statistic is reflected in the 2018-19 client enrollment at West Kern Adult Education Network, where data indicates there is a strong concentration of youth ages 18-24 seeking services. Over 40 percent of the population are Hispanic compared to 35 percent statewide. Close to 20 percent of western Kern County's population was born outside of the United States, and more than one-quarter of residents speak a language other than English at home.

Western Kern County is less educated than the average for the county and the state. Of those western Kern County residents age 25 or older, 20 percent hold a two-year postsecondary degree as compared to 38 percent in California. Twenty five percent of adults age 25 or older lack a high school diploma or equivalent. Additionally, only 12 percent have earned a bachelor's degree or higher compared to 31 percent statewide.

Other shared and unique characteristics that define the clients in West Kern is the lack of employment. Of the 367 clients enrolled in 2018-19 at West Kern Adult Education Network, 42% or 151 clients reported being unemployed. Clients enrolling in the short-term trainings

offered at WKAEN are seeking employment or better employment opportunities. Many clients register for more than one training. Transportation is a unique barrier for clients, while many report having a vehicle or access to a vehicle, many cannot afford to pay for additional gasoline. Therefore, many of the clients served cannot accept jobs outside of West Kern. Public transportation in the area exist, but services are limited. Taft Area Transit, for example, operates the Maricopa to Taft route, that runs three times a day and offers no weekend service.

Regional Community and Economy

Kern County is the biggest oil producer in the continental United States and a key player in the renewable-energy sector, with some of the largest wind farms and solar power arrays in the world. The third-largest county in California, it is an important agricultural center and ranks among the fastest-growing metropolitan regions in the country. Home to nearly 900,000 residents, the population of western Kern County is 48 percent white and 40 percent Hispanic. Residents have a lower median income and a higher rate of poverty than that of the state of California.

Energy and agriculture are the region's main employment drivers. The energy sector, including oil extraction and the growing sustainable-energy sector, offer high-paying jobs and bring wealth to the area. On the other end of the spectrum, approximately one-quarter of the workforce is employed in low-paying agricultural jobs. These often are seasonal and low-skilled positions, filled by recent immigrants and migrants.

Over 90 percent of establishments in the area are small businesses. However, various national chains have announced they are opening locations in Taft. In April 2019, the Countryside Car Wash opened its door becoming the first drive through car wash service in the area. Jack in the Box, O'Reilly's Auto Parts, and Dollar General all had constructions projects approved by the city of Taft. Starbucks is currently negotiating with the city and is in the pre-planning stages to open a coffee shop. This increase in retail and fast food opens the door to additional customer service jobs in the area.

Local industry partners have expressed a strong need for a trained and local workforce. WKAEN is meeting the needs by developing and implementing industry related trainings which enhance learner's job skills and basic education proficiencies. Employers are responding by directly hiring CTE graduates.

2.4 Identifying Goals and Strategies

The first three years of operation at the West Kern Consortium were defined by the implementation of the Adult Education Program. The goals in the first three-year consortia plan were to have a well-established system of intake, assessment, advisement, and placement into adult education and workforce services. The formation of the West Kern Adult Education Network (WKAEN) has allowed consortium members to leverage and localize all their resources. Leveraging resources and funds in a community listed as one of the top 50 worst places to live (24/7 Wall St. Index) is important to the education institutions in West Kern. As a result, the alignment of resources has facilitated the growth of adult education. This has allowed the consortium to deliver on its vision:

The Consortium will ensure that all residents have access to sufficient and effective resources, training, and support required to meet community needs for high school equivalency, literacy, English as a Second Language (ESL), and citizenship education.

The next three years will serve as period of expansion for adult education in the region. The West Kern Adult Education has many resources available to assist with the expansion of adult education and a population in need of the services offered.

Funding

In 2019-20, the West Kern Adult Education Network is scheduled to receive an \$832.637 apportionment from the Adult Education Program. In addition, in 2019-20, WKAEN will have two external funding resources: The Strong Workforce Program and the Workforce Innovation and Opportunity Act (WIOA) grant. Combined, these resources will allow WKAEN to expand services to out-of-school youth as young as 16 and to expand the reach of Career Technical Education programs.

Facilities

The West Kern Adult Education Network is able to leverage classroom and training space from consortium partners. However, classroom space is still a limited barrier for WKAEN. The organization currently leases three classroom spaces and two administrative offices at the Taft Historic Fort.

Staff

The West Kern Adult Education Network has a small and dedicated team of administrators, instructors, and clerical staff. The organization has the support of all the consortium partners and the local community.

Intake and Assessment Process

The West Kern Adult Education Network has successfully implemented the required intake and assessment protocol outlined by the Adult Education Program. WKAEN utilizes CASAS TOPSPRO Enterprise to collect and report adult learner demographic, barriers, and program

outcome information. As well as the CASAS Life and Work Series (a National Reporting System (NRS) approved instrument) to assess all adults receiving services.

Clients

The West Kern Education Network serves a region with a high demand for adult education. Many of the clients served lack adult basic education, employment, or a combination of both. In West Kern, 25% percent of adults in West Kern do not have a high school diploma or equivalency. Many lack employment or are underemployed. The unemployment rate in West Kern is 10.1% compared to 4.2% in the state. There is a high demand for English as a Second Language (ESL). In West Kern about 20 percent of the population was born outside to the United States and more than one-quarter of residents speak a language other than English at home.

Goals

The following goals have been established to align to the organization's vision while simultaneously meeting the needs of adult learners in West Kern.

Goal 1: By 2022, WKEAN will increase the number of HSE graduates to 50 per year. Increasing the number of graduates to 50 per year is an ambitious target for the West Kern Adult Education Network. However, the Workforce Innovation and Opportunity Act (WIOA) grant opens the opportunity to help more at-risk youth achieve their high school diploma or equivalency.

- a) Increase the number of basic skills classes to meet the need and demand to increase HSE completion
- b) With WIOA funding, serve more at-risk youth complete their diploma
- c) Create a pathway between the high schools and adult education to establish a credit recovery or independent study program in West Kern

Goal 2: By 2022, develop at least two regionally recognized certificates in Industrial Safety and Office Skills leading to gainful employment. Creating regionally recognized certificates that lead to gainful employment will be key in building trust and credibility in the community and program.

- a) Work with local industry to develop certifications that meet the need and demand of the community and local industry

Goal 3: By June 2020, redesign the student follow up process. Tracking student outcomes will help the West Kern Consortia align and measure services more accurately.

- a) Research effective practices adopted by other consortiums
- b) Develop an orientation process that emphasizes the importance of follow up to students

- c) Use technology to help remind students about self-reporting and create a portal on the WKAEN website where students can self-report progress updates
- d) Hire two part-time counselors to increase student engagement and to assist with pathway transitions

Goal 4: By June 2022, have an ESL Distance Program that serves 100 active students with different levels of English proficiency from beginner to advanced. The West Kern Adult Education Network serves a high number of migrant and seasonal farmworkers unable to attend classes on a consistent basis.

- a) Hire two part-time ESL instructors to teach a morning, evening, and distance learning classes
- b) Use technology to deliver classroom curriculum to help students progress to the next level with the assistance of an instructor
- c) Use the CASAS Life and Work Series to measure student progress

Goal 5: By June 2020, hire two part-time counselors. Counselors will deepen engagement with students regarding their goals and long-term education plans

- a) Counselors will assist with the follow up process. Improved Progress Updates Form will assist the West Kern Consortia align and measure services more accurately

Figure 1. Logic Model

Goal Statement: *The Consortium will ensure that all residents have access to sufficient and effective resources, training, and support required to meet community needs for high school equivalency, literacy, English as a Second Language (ESL), and citizenship education.*

Our overall direction and focus for the program cycle relative to the target populations and problems we seek to address

Inputs	Activities	Outputs	Immediate (Short-Term) Outcomes	Intermediate Outcomes	Long-Term Outcomes / Impact
<i>In order to accomplish our set of activities we will need the following</i>	<i>In order to address our problem or asset we will accomplish the following activities:</i>	<i>We expect that once accomplished, these activities will produce the following evidence or service delivery:</i>	<i>We expect that if accomplished these activities will lead to the following changes in the next year</i>	<i>We expect that if accomplished these activities will lead to the following changes in 1-3 years</i>	<i>We expect that if accomplished these activities will lead to the following changes in 3-5 years</i>
A. Funding AEP apportionment WIOA funding Strong Workforce funds B. Staff Administrative Instructional Counseling Clerical C. Facilities Fort TC Welding Facility CTEC	ABE - HSE <ul style="list-style-type: none"> • Increase the number of HSE graduates • Increase the number of Basic Skill classes to meet the communities needs and demand to increase HSE obtainment • With WIOA funding assist at-risk youth complete their HSE and create a pathway between high schools. • Establish credit recovery program and/or independent study program 	ABE - HSE <ul style="list-style-type: none"> • Completion of HSD or HSE 	ABE - HSE <ul style="list-style-type: none"> • Transition to post-secondary education, employment, or wage increase 	ABE - HSE <ul style="list-style-type: none"> • Full time employment • Mobility in workforce: change jobs and location • Mobility in education: ability to go back to school to gain skills 	ABE - HSE <ul style="list-style-type: none"> • A measurable increase in the HSD or HSE completion rate in West Kern • Increased engagement in the education of children
D. Students/Clients High number of 18-24 y/o Immigrant populations Unemployed Under employed E. Intake and Assessment process Pre & Post testing	ABE- ESL & Citizenship <ul style="list-style-type: none"> • Increase the number of ESL courses to meet community need and demand • Hire ESL instructors • Develop an ESL Distance Learning program 	ABE- ESL & Citizenship <ul style="list-style-type: none"> • Increase in client retainment • Measurable skill gains tracked with CASAS • Passing citizenship interview 	ABE- ESL & Citizenship <ul style="list-style-type: none"> • Moving to next level, measure by CASAS • Ability to participate in activities reserved to U.S. citizens (voting, serve in a jury, and obtain U.S. Passport) 	ABE- ESL & Citizenship <ul style="list-style-type: none"> • Increased knowledge of English language and usage • Increase in employment and/or educational opportunities • Transition to HSE 	ABE- ESL & Citizenship <ul style="list-style-type: none"> • An immigrant workforce with the language skills needed to participate in the workforce or to take advantage of educational opportunities • Increase awareness of American Civics • Increased engagement in the education of children

Inputs	Activities	Outputs	Immediate (Short-Term) Outcomes	Intermediate Outcomes	Long-Term Outcomes / Impact
	CTE <ul style="list-style-type: none"> Improve current CTE courses to include industry directed instructional targets, leading to increased employment opportunities Increase the number of CTE courses to meet the needs and demand of the community and local industry Counseling and Student Outcomes <ul style="list-style-type: none"> Improved/redesign the student follow up process Hire two part-time counselors 	CTE <ul style="list-style-type: none"> Increase in number of CTE program completers Counseling and Student Outcomes <ul style="list-style-type: none"> Increased number of complete Progress Updates Forms 	CTE <ul style="list-style-type: none"> Transition to post-secondary education, employment, or wage increase Counseling and Student Outcomes <ul style="list-style-type: none"> Improved collection of employment/wage data Deeper engagement with students regarding their goals and long term education or career plans 	CTE <ul style="list-style-type: none"> Full time employment Mobility in workforce: change jobs and location Mobility in education: ability to go back to school to gain skills Counseling and Student Outcomes <ul style="list-style-type: none"> Improved alignment of ABE and CTE program that meet the regions needs and demands 	CTE <ul style="list-style-type: none"> Measurable decrease in the unemployment rate in West Kern Increased mobility Healthier families Counseling and Student Outcomes <ul style="list-style-type: none"> A measurable decrease in unemployment in West Kern A measurable increase in HSD & HSE completion rate in West Kern
Assumptions			External Factors		
<ul style="list-style-type: none"> 25% percent of adult 25 or older in West Kern do not have a high school diploma or equivalency The unemployment rate in West Kern is 10.1% West Kern has a large immigrant population in need of ESL at different levels 			<ul style="list-style-type: none"> Student schedules Transportation Classroom Space 		

Table 3. Progress Indicators

Provide three to five SMART (Specific, Measurable, Attainable, Realistic, and Time-bound) objectives by which your consortium will assess progress and impact during the next three-year cycle. These objectives should map directly to your Logic Model activities, outputs, and / or outcomes, as these will be a driving factor for annual plans throughout the funding period.

Example: By May 2019, increase the number of agencies that have aligned CTE pathways and developed comprehensive program maps from 2 to 10.

1. By 2022, increase the number of HSE graduates to 50 per year
2. By 2022, develop at least two regionally recognized certificates in Industrial Safety and Office Skills leading to gainful employment
3. By June 2020, improved/redesign the student follow up process
4. By June 2022, have an ESL Distance Program that serves least 100 active students varying from beginner to advance. Hire two part-time ESL instructors to teach a morning, evening, and distance learning classes
5. By June 2020, hire two part-time counselors to deepen engagement with students regarding their goals and long term education or career plans

2.5 Piloting and Implementation

Prototyping new strategies

Since opening its doors in March 2016, the West Kern Adult Education Network (WKAEN) has successfully piloted and implemented various Adult Basic Education and Adult Career Education Programs. This initial groundwork has helped establish a baseline for future program implementation.

Understanding the needs of the community

The first step is determining how a new program aligns to meet the needs of the community. Will there be enough interested clients? How will the services received serve the clients? Is there an industry demand? In the past, WKAEN has successfully implemented a Welders Helper, Security Guard Card, and Home Care Aide trainings. The success can be linked to knowing the needs of the community and the types of industry present in West Kern.

Meeting the needs of students

Clients in West Kern face unique challenges. Although the communities have access to higher education at Taft College, low graduation rates and high unemployment levels have created paths leading to poverty instead of prosperity. Lack of private and public transportation has created barriers preventing many from attending school and/or obtaining employment. Through social media and public presentations, WKAEN successfully increased awareness of adult education in the community. This has resulted in increased class enrollment.

Understanding the cost involved

The West Kern Consortium leverages their resources and this has facilitated the growth of adult education in the region. Utilizing community resources like trained instructors and classroom space has enabled WKAEN to offer more classes.

Measuring Success

At the West Kern Adult Education Network, all students receiving services or instructions funded by AEP are required to complete an Intake and an assessment. The intake is similar to the CASAS Entry Record but features additional local metrics. Students are required to take a pre and post-test using a National Reporting System (NRS) approved instrument. WKAEN uses the CASAS Life and Work Series. Students take a post-test when they complete a minimum of 40 hours and a maximum of 70 hours to measure learning and skill gains. WKAEN utilizes TOPSpro Enterprise software to collect and report adult learner demographics, barriers, and program outcome information. Furthermore, the accountability requirement, data collection, and report submissions at WKAEN are aligned to meet the requirements of the Adult Education Program. WKAEN utilizes the report features on TOPSpro Enterprise to measure persistence and performance rates. Progress Update Records are used to track milestones such as transition into secondary education or employment. Lastly, WKAEN follows-up with student periodically over the phone to inquire about any success or barriers they have faced

since exiting a program. Students are also invited to join WKAEN's Facebook page to stay connected.

Prioritizing problems that need more solving

In the next three years, West Kern Adult Education will focus on increasing access to education for adult learners.

- Increasing access to ABE education by providing more distance learning services to bridge the gap between the clients home life and the classroom
- Increasing access to ESL education by providing distance learning to bridge the gap between students employed in seasonal farm work
- Increase access to CTE by offering more trainings to meet various work and family schedules
- Create a stronger network with stakeholders to increase opportunities for adult learners in West Kern