

**POLICY BOARD
MEETING**

**April 18, 2023
Tuesday**

12:00 Noon

AGENDA

A Meeting of the SELACO Workforce Development Policy Board

Julio's Pizza
17538 Pioneer Blvd.
Artesia, California

12:00 noon, Tuesday, April 18, 2023

1. Call to Order
2. Pledge of Allegiance
3. Roll Call

Member Rene Trevino, Councilmember, City of Artesia
Member Naresh Solanki, Councilmember, City of Cerritos
Member Hector Sosa, Council Member, City of Downey
Member Dandy De Paula, Councilmember, City of Hawaiian Gardens
Member Rick Ramirez, Councilmember, City of Norwalk
Member Brenda Olmos, Councilmember, City of Paramount
Vice Chairman Sonny Santa Ines, Mayor, City of Bellflower
Chairman Jeff Wood, Council Member, City of Lakewood

4. Self-Introduction of Guests
5. Public Comments
6. Consent Calendar

A. Approval of the Minutes of the Policy Board meeting of February 21, 2023 Page 1

B. WDB Attendance Roster 6

C. Program Report for 07/01/22-2/28/23 8

7. Business Session

A. Report from the WDB Executive Director

B. Approval of SELACO WDB Budget Modification for Program Year 2022-23 28

SELACO Workforce Development Policy Board Agenda

April 18, 2023

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- | | |
|--|----|
| C. Regional and Local Plan Modifications
Program Year 2021-2024 | 34 |
| 8. Information Items | |
| 9. Interesting Correspondence | |
| 10. Items from Staff | |
| 11. Board Member Comments | |
| 12. Adjournment to June 20, 2023, in the City of Hawaiian Gardens | |

IN COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT, IF YOU NEED SPECIAL ASSISTANCE TO PARTICIPATE IN THIS MEETING, PLEASE CONTACT THE SELACO WDB AT (562) 402-9336. NOTIFICATION OF AT LEAST 48 HOURS PRIOR TO THE MEETING WILL ENABLE STAFF TO MAKE REASONABLE ARRANGEMENTS TO ENSURE ACCESSIBILITY TO THIS MEETING. ASSISTIVE LISTENING DEVICES ARE AVAILABLE FOR THIS MEETING. PLEASE ADVISE STAFF IF YOU DESIRE TO USE THIS DEVICE.

MINUTES

A MEETING OF THE WORKFORCE DEVELOPMENT POLICY BOARD OF SOUTHEAST LOS ANGELES COUNTY

February 21, 2023

12:00 noon

Green Room
Bellflower City Hall
16600 Civic Center Drive
Bellflower, CA

CALL TO ORDER

The Policy Board Meeting was called to order by Chairman Jeff Wood at 12:06 p.m.

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Vice Chairman Santa Ines.

ROLL CALL

POLICY BOARD MEMBERS PRESENT: Jeff Wood, Lakewood, Chairman; Sonny Santa Ines, Bellflower, Vice Chairman; Rene Trevino, Artesia; Hector Sosa, Downey; Dandy De Paula, Hawaiian Gardens.

POLICY BOARD MEMBERS ABSENT: Naresh Solanki, Cerritos; Rick Ramirez, Norwalk; Brenda Olmos, Paramount.

OTHERS PRESENT: Former Policy Board Member Jesse Alvarado; Jeff Stewart, Bellflower City Manager; Jack Joseph, Policy Board Administrator/Policy Director; Yolanda Castro, SELACO WDB Executive Director; Kay Ford, SELACO WDB Deputy Director of Administrative/Business Services; Chau Diep, SELACO WDB Chief Fiscal Officer; Sandra Michel, SELACO WDB Director of Contracts, Policy & Compliance; Carol Reyes Davis, SELACO WDB Human Resources Manager.

PUBLIC COMMENTS

Chairman Wood presented a Certificate of Appreciation to former Hawaiian Gardens Councilmember Jesse Alvarado in recognition of his four years of dedicated service on the Policy Board.

CONSENT CALENDAR

- A. Teleconference Requirements**
- B. Approval of the Minutes of the Policy Board Meeting of December 13, 2022**
- C. WDB Attendance Roster**
- D. Program Report of 07/01/22-12/31/22**

It was moved by Vice Chairman Santa Ines, seconded by Policy Board Member De Paula, to approve the consent calendar. The motion was approved unanimously.

BUSINESS SESSION

A. Report from the WDB Executive Director

WDB Executive Director Yolanda Castro reported on the Regional Job Fair held on January 14th in the City of Hawaiian Gardens. She said in attendance were 129 job seekers, 63 employers, and 12 service agencies even though it was held on a weekend and encountered rainy weather. She said the next job fair will be held in June at Sims Park in Bellflower. Ms. Castro said she is looking to hold another job fair in the fall of 2023 in either September or October in the City of Downey. She said Lakewood and Cerritos would host job fairs in 2024.

Ms. Castro said that she given orientations to the two new Policy Board members, councilmembers Hector Sosa of Downey and Dandy De Paula of Hawaiian Gardens.

Ms. Castro reported that the WDB had approved a committee to move forward with a celebration of SELACO's 40-year history. She said consultant David Schindler will be working with SELACO staff on the plans. The target date for the event is September 29th and will include a luncheon.

Reporting on the annual Day at the Capital event, Ms. Castro said staff will be meeting with State legislators on March 8-10. She said this year going to the National Workforce Conference in Washington D.C. on March 25-28 will be WDB members Mark Dameron and Ben Espitia.

Finally, Ms. Castro said the Local Plan Modification is due to be submitted to the State at the end of March.

B. SELACO WDB Annual Audit Report for Fiscal Year 2021-2022

The Executive Director presented the annual audit report for Fiscal Year 2021-22, which is the first year audited by the new independent auditing firm. She said the report

showed SELACO WDB had a positive year end balance of \$489,831, and that there were no findings or questioned costs.

It was moved by Member Trevino, seconded by Vice Chairman Santa Ines, to accept the audit report for Fiscal Year 2021-22. The motion was approved unanimously.

C. Future of Virtual Meetings

Ms. Castro reported that, under State law, as of March 1, in the absence of a County Public Health declaration, all future meetings will be required to resume in person.

After discussion, it was moved by Member Sosa, seconded by Vice Chairman Santa Ines, that all future meetings of the Policy Board will be in person meetings. The motion was approved unanimously.

D. Appointment to the Joint Personnel Committee

The Policy Board Administrator said that with the vacancy created by the election of former Joint Personnel Committee Chair Blanca Pacheco to the State Assembly, there exists a vacancy for a Policy Board member to be appointed as the chair of the committee. Policy Board member Trevino expressed his interest in being appointed to the Committee. There were no other nominations.

It was moved by Chairman Wood, seconded by Vice Chairman Santa Ines, to appoint Policy Board Member Trevino as the Chair of the Joint Personnel Committee. The motion was approved unanimously.

It was the consensus of the Policy Board that the next meeting of the Joint Personnel Committee would be held in September.

E. Executive Director Contract Renewal

The Policy Board Administrator reported that the Executive Director's employment agreement had expired at the end of October 2022, and that the Joint Personnel Committee and Workforce Development Board had approved a five-year renewal of her employment agreement to October 31, 2027.

After discussion, it was moved by Member Trevino, seconded by Vice Chairman Santa Ines, to approve the Third Amended Employment Agreement with Executive Director Yolanda Castro for a term expiring on October 31, 2027. The motion was approved unanimously, with Member De Paula absent for this item.

INFORMATION ITEMS

- A. Los Angeles County Labor Force and Industry Employment Estimates for December 2022
- B. Fiscal Review, 85% Formula Grant Final Monitoring Report 2021-22
- C. WIOA Section 188 Nondiscrimination and Equal Opportunity Provisions, Annual Compliance Monitoring Review Final Report Program Year 2021-22
- D. 30-Day Public Comment Period—SELACO WDB Draft Biennial Modification Local Play PY 2021-2024
- E. California Workforce Association Newsletter: How Members Are Creating Career Paths in Health Care
- F. SELACO Newsletter
- G. LMI Minute Newsletter February 2023

The Executive Director referred the Policy Board to the various information items included in the agenda packet.

INTERESTING CORRESPONDENCE

A. Success Stories

The Executive Director reported on a success story regarding a recent program participant from Long Beach.

ITEMS FROM STAFF

There were no additional items from staff.

BOARD MEMBER COMMENTS

Member Sosa said he is still learning about SELACO and is excited about hosting a job fair in Downey.

Member De Paula said he is pleased to be part of this team. He said he is a partner with the Office of Violence Prevention. He said he is interested in creating more job opportunities for teenagers.

Member Trevino said Artesia would be hosting a Mariachi Festival on March 11. He said there is an opportunity for SELACO to do outreach at a Meet and Greet with Assemblymember Quirk-Silva on Saturday.

Vice Chairman Santa Ines welcomed new Policy Board members Sosa and De Paula, and congratulated Member Trevino on being appointed as the new Chair of the Joint Personnel Committee. He said employers are still having difficulty finding employees

and that this is a challenge that will be with us for some time. He requested that the meeting be adjourned in memory of Bishop David O'Connell.

Chairman Wood asked that staff check with the Sheriff's Department about being at the Job Fair as well as doing outreach at the shopping malls.

ADJOURNMENT

It was the consensus of the Policy Board to adjourn the meeting in memory of Bishop David O'Connell. The meeting was adjourned at 1:33 p.m.



**SELACO WDB Board of Directors
Attendance Roster – PY 22/23**

Board Members	7/28 2022	9/22 2022	10/27 2022	1/26 2023	3/23 2023	5/25 2023					
1. Burrell, Ashley Rehabilitation Organization	Appointed by Policy Board on 8/16/22	AE	X	X	X						
2. Chan, Connie Public Employment Service	X	X	X	X	X						
3. Crespo, Leonard Business Representative City of Paramount	X	A	A	A	A						
4. Cueva, Sergio Business Representative – City of Hawaiian Gardens			X	X	X						
5. Dameron, Mark Secretary/Treasurer Business Representative – City of Lakewood	X	X	X	X	X						
6. Dertick, Joseph Business Representative City of Norwalk	X	X	X	X	AE						
7. Drake, Aaron Vice Chair Business Representative City of Bellflower	X	X	X	X	X						
8. Espitia, Ben Labor Organization	X	X	X	X	X						
9. Gomez, Belle Education Entity	X	X	X	A	A						
10. Kucera, Kevin Labor Organization	AE	AE	AE	AE	AE						
11. Levine, Barbara Economic Development	X	AE	X	X	X						

Board Members	7/28 2022	9/22 2022	10/27 2022	1/26 2023	3/23 2023	5/25 2023						
12. McGehee, Shannon Business Representative City of Paramount	X	A	AE	X	A							
13. Nam, Leila Business Representative City of Artesia	AE	AE	A	X	X							
14. Patel, Vijay Business Representative City of Downey	X	A	A	X	A							
15. Polley, Tracy Business Representative City of Norwalk	X	AE	X	X	X							
16. Rochin, Blanca Education Entity	Appointed by Policy Board on 8/16/22	X	X	X	A							
17. Ryder, Tim Business Representative City of Hawaiian Gardens	X	AE	A	X	X							
18. Saucedo-Garcia, Cristina Business Representative City of Downey	X	X	AE	X	X							
19. Segura, Michael Business Representative City of Lakewood	AE	X	X	AE	X							
20. Shah, Jawahar Business Representative City of Cerritos	X	X	AE	A	A							
21. Trivedi, Sanjay Business Representative City of Cerritos	AE	X	A	AE	A							
22. Uttecht, Greg Business Representative City of Artesia	A	X	A	AE	AE							
23. Wehage, Larry Vice Chair Business Representative City of Bellflower	X	X	X	X	X							
24. VACANT Labor Organization												
25. VACANT Labor Organization												
26. VACANT Labor Organization												
27. VACANT Labor Organization												

X = Present A = Absent AE = Absence Excused SP = Special Meeting ~ = No Meeting



Operations Report

8TH REPORT OF PY 2022 – PY 2023

JULY 1, 2022 – FEBRUARY 28, 2023

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PURPOSE

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) respectfully submits the sixth Program Operations Report for the program year 2021-2022. This report reflects the various grants and services offered to our local job seekers and employers. This report includes information on America's Job Center of California Activity, Adult Programs, Youth Programs, Employer Services, Special and Regional Programs. The report will reflect performance and activity requirements of our funding entities.

SPOTLIGHT

On 14 January 2023 we hosted Hawaiian Gardens Regional Job Fair. It had a great turnout of employers and job seekers. As a result, 136 job seekers and 63 employers were in attendance. SELACO also provided 3 great workshops Interview, Resume, and Financial Literacy.

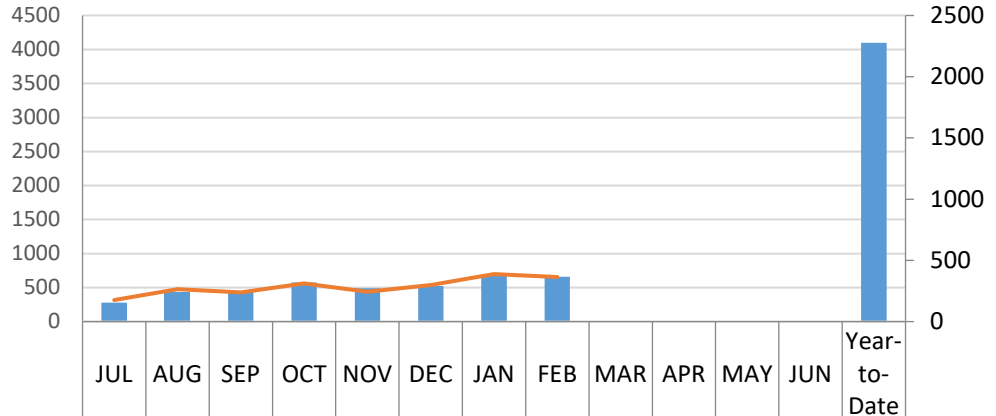


IN-THE-KNOW WITH SELACO

“In-the-Know with SELACO” is the name of the SELACO WDB Constant Contact company newsletter. Our newsletter is published quarterly and features articles highlighting recent activities and events including board and community engagement, special programs and success stories. Constant Contact also allows SELACO to deliver mass emails to multiple groups all at the same time without affecting the company server. We use Constant Contact to promote job recruitments and announcements for events such as The Collaborative Community Network meetings and Disability Awareness Training as well as in-house to inform staff. The following link provides you access to our most recent publication of “In-the-Know with SELACO”: [In-The-Know](#)

CAREER SERVICES

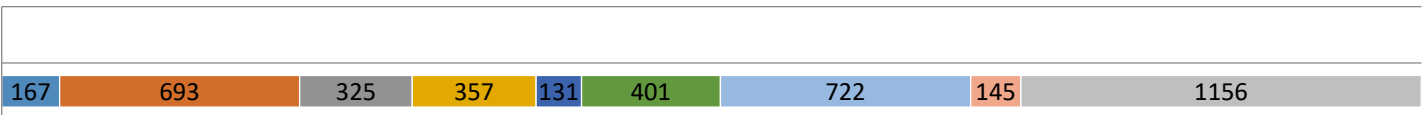
Customer Visits to AJCC



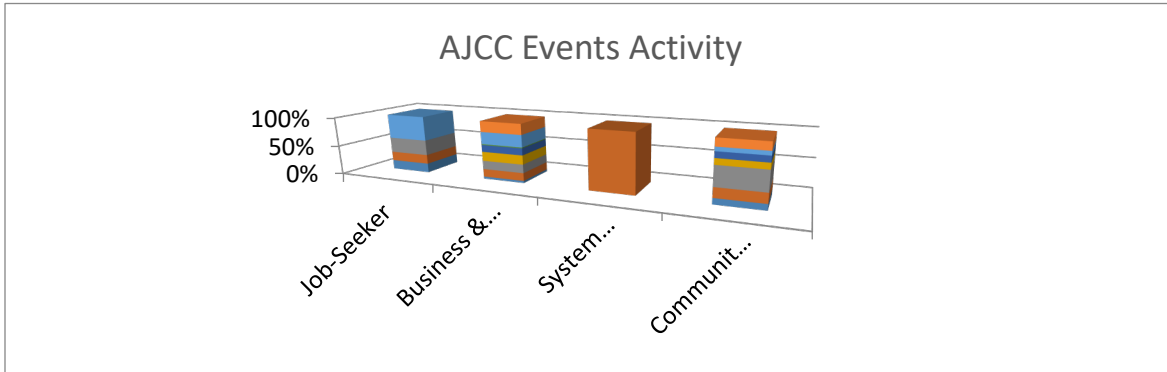
Total Visits	279	440	447	574	490	523	686	658					4097
Distinct Customers	176	265	239	311	244	299	388	365					2287

Customer Visits by City

■ Artesia
 ■ Bellflower
 ■ Cerritos
 ■ Downey
 ■ Hawaiian Gardens
 ■ Lakewood
 ■ Norwalk
 ■ Paramount
 ■ Other



EVENTS



ADULT JOB SEEKER PROGRAMS

EVENTS

JOB SEEKER EVENTS	DESCRIPTION
Virtual Job Club	Partnered with Microsoft to host a LinkedIn presentation
Virtual Youth Workshops	Virtual workshops for youth focused on job readiness, job preparation, interview skills, and resume building
Reemployment Services and Eligibility Assessment (RESEA)	EDD host a workshop to Review of job search activity and sharing of resource information.
Job Interview Preparation and Practice Workshop	It is the interview that lands the job offer, NOT the résumé. Ease those Job Interview jitters with preparation and practice.
Be a Super Star Employee Workshop	This workshop offers an opportunity to learn how to become the employee that you would be proud to be.
Career Academy for Targeted Sectors (CATS)	Virtual bootcamp for young adults, allowing them the opportunity to establish a career pathway.
BUSINESS & EMPLOYER EVENTS	DESCRIPTION
CCN	The business community and service agencies meet and connect to promote self-reliance, life-long learning, and a healthy community.
Homeless Task Force	Meeting with various organizations for updates and success stories
Business Over Breakfast	Networking event
Artesia Mixer	Networking event
State of the city	Paramount city updates
Public Safety Roundtable	CPR & how to handle potentially violent situations
Lakewood Chamber Mixer	Networking Event
Yen Wellness Grand Opening	Ribbon Cutting
Cerritos Chamber Networking Event	Networking Event
Paramount State of the City	City Update Meeting
Mayfair Community Resource Fair	Resource Fair
Mayfair Community Resource Fair	Recruitment
OUTREACH EVENTS	DESCRIPTION
Mayfair High School Resource Fair	High school resource fair for students and family
Norwalk Homeless Task Force	Community Partners (PATH, LACADA, LAHSA, Jovenes, TWC, Dept. Of Mental Health)
State of Lakewood	State of the City: Economic growth
State of Paramount	State of the City : Economic growth.

WIOA ADULT

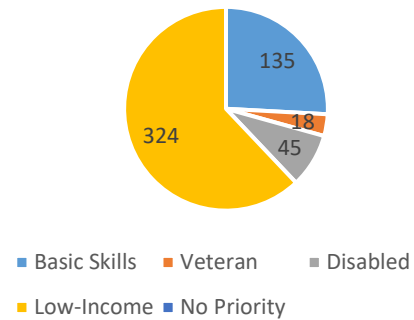
To prepare workers -- particularly individuals with barriers to employment -- for good jobs by providing job search assistance and training. The Adult Program provides an emphasis on serving public assistance recipients, other low-income individuals, and individuals who are low-skilled.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 21/22	Q1 PY 21/22	Q2 PY 21/22	Q3 PY 21-22	Q4 PY 21-22
Employed 2 nd Quarter after Exit	64.9%	68.3%	59.3%		
Employed 4 th Quarter after Exit	61.8%	70.7%	72.3%		
Median Earnings	\$7,400	\$5,991.48	\$6,249.91		
Credential Rate	67.7%	60.0%	69.2%		
Measurable Skill Gain (MSG)	70.0%	63.8%	35.2%		

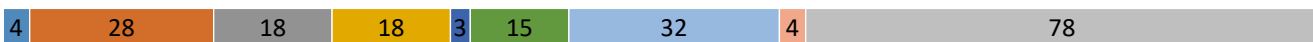
Activity Breakdown	
Carryover	298
Enrollments	200
Exits	106
Employed at Closure	47
Program Services	
Occupational Skills Training	38
On the Job Training	3
Transitional Jobs	7
Supportive Services	113
Follow-up Services	219

Priority Population



WIOA Adult Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



WIOA DISLOCATED WORKER (DW)

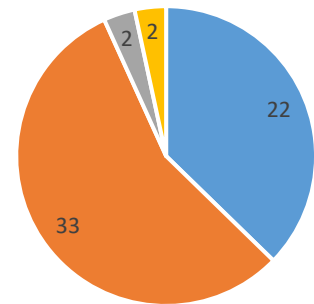
To prepare workers -- particularly individuals recently separated from employment -- for good jobs by providing job search assistance and training. The Dislocated Worker Program provides an emphasis on serving transitioning veterans, homemakers, recently unemployed, and struggling independent business owners.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 21/22	Q1 PY 21/22	Q2 PY 21/22	Q3 PY 21/22	Q4 PY 21/22
Employed 2 nd Quarter after Exit	68.2%	85.7%	81.0%		
Employed 4 th Quarter after Exit	67.0%	70.8%	77.1%		
Median Earnings	\$8,600	\$10,430.03	\$10,694.34		
Credential Rate	79.2%	88.9%	90.9%		
Measurable Skill Gain	70.0%	55.6%	42.9%		

Activity Breakdown	
Carryover	86
Enrollments	14
Exits	12
Employed at Closure	7
Program Services	
Occupational Skills Training	6
On the Job Training	0
Supportive Services	16
Follow-up Services	50

Priority Population



■ Basic Skills
 ■ Low Income
 ■ Veteran
 ■ Disabled
 ■ No Priority

WIOA Dislocated Worker Enrollment by City

■ Artesia
 ■ Bellflower
 ■ Cerritos
 ■ Downey
 ■ Hawaiian Gardens
 ■ Lakewood
 ■ Norwalk
 ■ Paramount
 ■ Other



TRANSITIONAL SUBSIDIZED EMPLOYMENT (TSE)

The TSE program is a program in collaboration with the South Bay Workforce Development Board that provides individuals the opportunity to gain the skills and hands on experience needed to transition into their next job and/or career. The program also gives companies a chance to give back to the community and provide opportunities for individuals to gain access into the workforce. SELACO WDB's role in bridging the gap between both parties is to help meet employer's workforce needs by providing qualified, pre-screened applicants.

TSE PERFORMANCE INDICATORS PER QUARTER

TSE Performance Measures PY 22/23	Allocations	Goal	Actual
Projected Enrollments	50	50	27
Active WEX Enrollments	36	50	27
Exit and Follow-up 6 Months After Exit	13	50	29

Carryover
45

TSE WEX PLACEMENT BY CITY

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



WIOA YOUTH

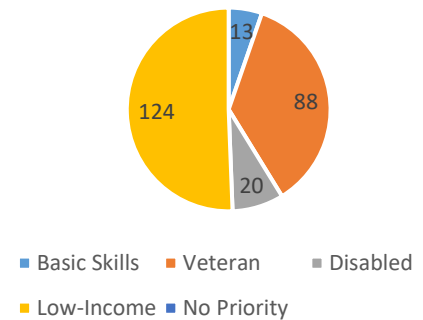
To prepare youth (ages 14-24) with barriers to employment – for good jobs by providing career exploration and training. The Youth Program provides an emphasis on serving public assistance recipients, other low-income individuals, basic skills deficient, pregnant or parenting young, foster youth, and youth with additional barriers to employment.

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 20/21	Q1 PY 21/22	Q2 PY 21/22	Q3 PY 21/22	Q4 PY 21/22
Employed or Placed in Education 2 nd QT after Exit	68.7%	100.0%	100.0%		
Employed or Placed in Education 4 th QT after Exit	73.0%	87.5%	69.6%		
Median Wage	\$4,150	\$7,338.35	\$1,885.69		
Credential Rate	69.0%	60.0%	18.2%		
Measurable Skills Gain	67.0%	33.3%	0.0%		

Out-of-School Activity Breakdown	Actual
Carryover	122
Enrollments ABC	15
Enrollments SELACO	25
Exits	14
Employed at Closure	1
Program Services	
Occupational Skills Training	1
Enrolled in Secondary Education	0
Work Experience	35
Supportive Services	31
Follow-up Services	52

Priority Population



WIOA Youth Enrollment By City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



YOUTH@WORK

The Youth@Work program designed to provide work-based learning to Los Angeles County's youth ages 14-21. The goal of the program is to introduce young people to the workplace, gain valuable employment skills and earn an income. Through this process, youth receive up to 20 hours of paid Personal Enrichment and Work Readiness Training (PET) to help them acquire some of the basic "soft skills" necessary to succeed in the workplace. Youth also work on average of 100 hours of work experience after the completion of the PET for a total of 120 hours of combined work preparation and work experience. Youth will also receive a monthly performance evaluation to better gage their individual strengths and weakness. Upon completion of the program, youth receive a certificate of Work Readiness.

YOUTH@WORK ENROLLMENT GOALS

Agency	CalWORKs		Foster		JJCPA		Other Under Served Youth (OUSY)		System Involved Youth (SIY)		TOTAL	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
City of Hawaiian Gardens	27	13	N/A	N/A	6	0	23	21	7	7	63	41
ABCUSD	32	7	12	0	N/A	N/A	46	43	11	10	101	60
SELACO	N/A	5	N/A	1	N/A	N/A	N/A	9	N/A	3	N/A	18

Progress	CalWORKS	Foster	JJCPA	OUSY	SIY	Total
Enrollments	25	1	0	73	20	119
Exits	2	0	0	14	1	17

BRIDGE TO WORK

The Bridge-to-Work-Foster program works with foster youth that are eligible to enroll in the Independent Living Program (ILP) and aims to get them started on a path to a high wage career.

BRIDGE TO WORK PERFORMANCE INDICATORS PER QUARTER

B2W Projected Goals	Goal	Actual
Projected Enrollments	8	4
Active WEX Enrollments	8	0
Exits	8	0

Bridge to Work Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other

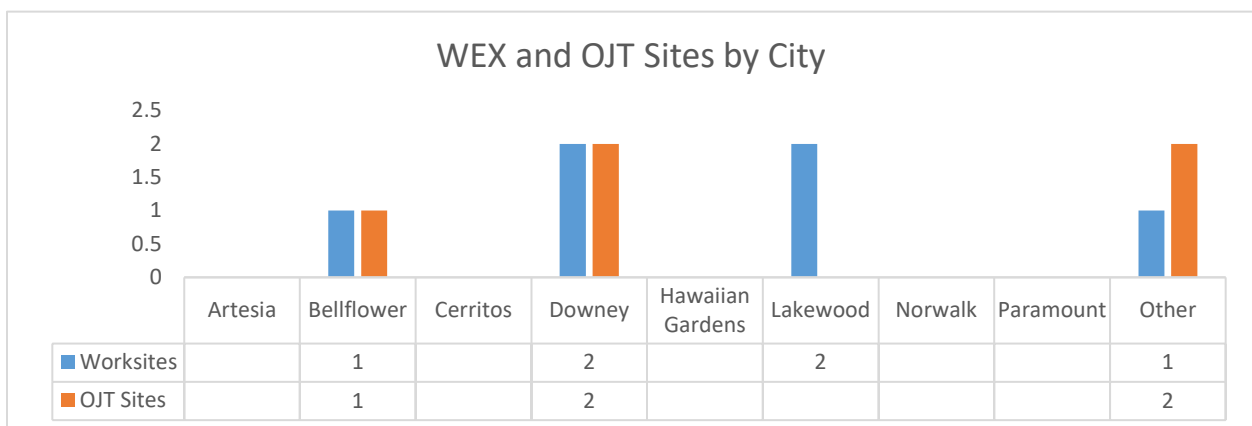


BUSINESS SERVICES

Business services engage with a diverse range of employers to promote business representation on the local board and develop effective linkages with employers to support local workforce investment activities. Develop and deliver innovative workforce investment services and strategies for employers, which may include career pathways, skills upgrading, skill standard development and certification for recognized postsecondary credential or other employer use, apprenticeship, and other effective initiatives for meeting the workforce investment needs of area employers and workers.

Offer appropriate recruitment and other business services on behalf of employers, including small employers, which may include services such as providing information and referral to specialized business and services not traditionally offered through the one-stop delivery system. Provide assistance to employers in managing reductions in force in coordination with rapid response activities and strategies for the aversion of layoffs, which strategies may include early identification of firms at risk of layoffs, use of feasibility studies to assess the needs of and options for at-risk firms, and the delivery of employment and training activities to address risk factors.

Activity Breakdown	
Job Fairs/ Special Recruitments	32
Job Development	155
Resume Referral	7
Employer Networking	154
Referral to Community Services	78
Tax Credit Program Awareness	3
Rapid Response	0
Lay-off Aversion	0
Total	271



EMPLOYER TRAINING PANEL (ETP)

SELACO WDB is a prime contractor for the State’s Employment Training Panel (ETP) enterprise, a performance-based initiative supporting job creation and retention, through customized skills training. ETP is funded by a special California corporate tax and differs from other workforce development programs whose emphasis is on pre-employment training. SELACO WDB, with ETP funds, fulfills its mission by reimbursing the cost of employer-driven training for incumbent workers. Overall, the ETP program helps to ensure that California businesses will have the skilled workers they need to remain competitive. Employers must be able to effectively train workers in response to changing business and industry needs. While the need for workforce training is critical, businesses generally reserve capacity-building dollars for highly technical and professional occupations – Limiting investment in training for frontline workers who produce goods and deliver services. ETP helps to fill this gap by funding training that is targeted to the frontline workers.

Eligible Training Panel (ETP)		
ET-21-0333 (Contract Term: 2021-2023)		
	Planned	Actual
Enrollments	427	292
Completions	427	282
Retention	402	268

Eligible Training Panel (ETP)		
ET-23-0132 (Contract Term: 2021-2023)		
	Planned	Actual
Enrollments	433	116
Completions	433	0
Retention	408	0

SPECIAL AND REGIONAL PROGRAMS

CHILD DEVELOPMENT PROGRAM REGIONAL SUPPORTIVE SERVICES 3.0

Facilities	Planned Enrollments	Actual Enrollments
A. J. Padelford Child Development Center 11922 169 th Street, Artesia, CA 90701 Center Director: Liz Quintanilla Phone Number: (562) 926-2427	41	47
Artesia Child Development Center 18730 Clarkdale Avenue, Artesia, CA 90701 Center Director: Malajat Raja Phone Number: (562) 653-0290	49	55
Bellflower Child Development Center 447 Flower Street, Bellflower, CA 90706 Center Director: Regina Mayo Phone Number: (562) 804-7990	45	60
Bellflower II Child Development Center 14523 Bellflower Blvd., Bellflower, CA 90706 Phone Number: (562) 867-8399	70	73
Lakewood Child Development Center 5225-A Hayter Avenue, Lakewood, CA 90712 Center Director: Maria Navarro Phone Number: (562) 531-9440	54	59
Maywood Child Development Center 4803 58 th Street, Maywood, CA 90270 Center Director: Silvia Guzman Phone Number: (323) 560-5656	47	57
Norwalk Child Development Center 14000 San Antonio Drive, Norwalk, CA 90650 Center Director: Silvia Guzman Phone Number: (562) 864-1958	25	23
Total	331	374

COUNCIL OF GOVERNMENTS (COG) - HOMELESS EMPLOYMENT PROGRAM

In collaboration with Gateway Cities Council of Government, SELACO WDB, SHARE and HUB cities, the Homeless Employment Program is designed to provide immediate shelter for the homeless within the Gateway region, followed by employment and training services. The overall goal of the project is to support homeless candidates secure permanent housing, long term employment and self-sufficiency.

The role of each partner:

Gateway Cities: will serve as the project administrator and provide oversight/guidance to the selected providers.

SHARE! Collaborative Housing: will provide affordable permanent supportive housing in single-family houses throughout Los Angeles County and assist candidates in addressing issues that hinder their ability to secure full time employment. Once barriers to employment have been addressed, SHARE will refer candidates to the workforce partners for training and employment services.

SELACO WDB and HUB Cities: each agency will support 50 candidates. Services will include:

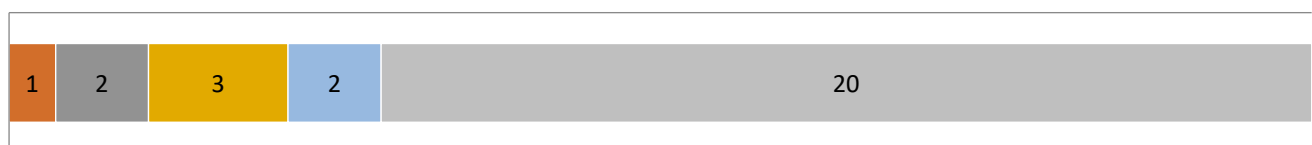
- Co-enrollment into WIOA
- Career planning
- Development of Individual Employment Plans that may include paid work experience, vocational training, On-the-Job training, and/or placement into full time employment
- Ongoing Case Management
- Follow-Up services for one year after exit

Referral Activity		
	Planned	Actual
Referrals to SHARE	N/A	20
Referrals from SHARE	N/A	51
Enrollments resulting from SHARE referrals	47	28

Enrollment Activity		
	Planned	Actual
Transitional Jobs	N/A	1
On-the-Job Training (OJT)	N/A	0
Completed STEPS	25	12
Paired with a Mentor	16	0
Occupational Skills Training	N/A	0
Employment Placement	28	19
Housing Placement	N/A	28
Supportive Services	N/A	16
Exits	N/A	9

COG Home Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



ACCELERATOR GRANT WAF 9.0

SELACO WDB in partnership with South Bay Workforce Investment Board, Health Impact, HASC (Hospital Association of Southern California) and Downey Adult School have been awarded funding under the State’s Accelerator Grant WAF.90 for the development of a Specialty Nursing Training and Apprenticeship Project. The WAF9.0 will focus on establishing an apprenticeship model that will allow access to high demand and high wage positions in the specialty nursing sector.

The project goal is to enroll 15 to 20 eligible candidates into the Specialty Nursing Apprenticeship, 25 to 30 eligible candidates into a CNA/Phlebotomy training program and 25 to 30 eligible candidates into a Clinical Laboratory Scientist training program.

Accelerator Project Goals					
	Planned Enrollments	Actual Enrollments	Completions	Placements	Drops
Specialty Nursing Apprenticeship	7	9	0	9	1
CNA/Phlebotomy training program	35	25	18	9	5/3
Medical Trainings picked up from DAS	10	3			

Accelerator Enrollment by City

■ Artesia ■ Bellflower ■ Cerritos ■ Downey ■ Hawaiian Gardens ■ Lakewood ■ Norwalk ■ Paramount ■ Other



HOMELESS INITIAIVE - HOME

The SELACO RISE project is designed to move individuals from homelessness to employment with a focus on individual assessment, job readiness, support services, skills training, earn and learn/on-the-job training, placement and retention in a job which pays a living wage. In order to end individual homelessness, job retention is crucial to the success of these individuals and will require the necessary supports to be provided by Mentored. Our overall objective is to meet the employment challenges facing homeless persons in their search for employment and to facilitate their assimilation into the workplace thereby enhancing the outcomes within the workforce.

HOMELESS INITIATIVE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	15	3
WIOA Co-enrollments	11	3
Employed at Closure	11	4

Program Services	Planned	Actual
Follow-up Services	11	0
On the job Training	7	2
Transitional Jobs	8	3

Carryover	13
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Homeless Initiative Enrollment by City

■ Artesia
 ■ Bellflower
 ■ Cerritos
 ■ Downey
 ■ Hawaiian Gardens
 ■ Lakewood
 ■ Norwalk
 ■ Paramount
 ■ Other




GLOSSARY OF TERMS

AJCC:	American Job Center of California
ASE:	Academic Skills Enhancement
CalJOBS:	California Job Services
CWDB	California Workforce Development Board
DEI:	Disability Employment Initiative
EDD:	Employment Development Department
ETP:	Employment Training Panel
GED:	General Education Development
LMI:	Labor Market Information
PJSA:	Personalized Job Search Assistance
SELACO WDB:	Southeast Los Angeles County Workforce Development Board
STEPS:	Steps to Economic and Personal Success Workshop
TSE:	Transitional Subsidized Employment
WDB:	Workforce Development Board
WIOA:	Workforce Innovation and Opportunity Act



MEMORANDUM

DATE: April 18, 2023
TO: SELACO Policy Board
FROM: Yolanda L. Castro, Executive Director 
RE: Approval of SELACO WDB Budget Modification for Program Year 2022-23

On March 23, 2023, the SELACO WDB reviewed and approved the attached budget modification for Program Year 2022-2023.

This item comes to the Policy Board for your review and approval. Attached is the modified budget for program year 2022-2023.

Attached for your review and approval is Southeast Los Angeles County Workforce Development Board's (SELACO WDB) modified budget for Program Year (PY) 2022-23. Overall, SELACO WDB is making great progress moving out of the COVID-19 era, however, customer traffic is still not at a pre-COVID level. Many strategies are in place to increase customer enrollments and with the current economic situation we anticipated the second half of our program year will experience an increase in job seeker services. With this in mind, staff is presenting our 2022-23 budget modification based on full operation of services, with minor adjustments based on changes in operations and anticipated increases and/or decreases in funding.

We have estimated adjustments to the best of our ability to both the Revenue and Expenditure budgets as follows:

Revenues

Total Operating Revenue Budget for PY 2022-23 is increased by a net of \$1,524,742, approximately 13.30% compared to the budget approved on July 28, 2022.

Increases of \$1,665,245 to the revenue budget are as follows:

- 1) Total increase of \$26,121 is from continued and carried-over funds for the following special projects:
 - #03. Gateway Cities Homeless Employment (H2E) Program (+ \$1,240)
 - #04. Gateway Cities Whole Child Program (+ \$23,571)
 - #09. Transitional Subsidized Employment (TSE) - Carry Over (+ \$1,238)
 - #11. Bridge To Work Youth - Carry Over (+ \$72)
- 2) Total increase of \$515,805 is from the Department of Education for the Preschool Grant. The additional fund includes allocations to serve children with exceptional needs and for the 3-year adjustment factor increase.

- #08. Preschool Grant (+ \$515,805)
- 3) Total net increase of \$1,078,319 is from increase to PY2022-23 WIOA Rapid Response and Lay-Off Aversion funds and reconciliation of year-end estimates to actuals of PY2021-22 WIOA formulas carried-over funds:
- #14. WIOA Adult-Carry Over (+ \$256,707)
 - #16. WIOA Dislocated Workers-Carry Over (+ \$212,491)
 - #18. WIOA Youth-Carry Over (+ \$578,934)
 - #20. WIOA Rapid Response-Carry Over (- \$25,569)
 - #21. WIOA Rapid Response (+ \$53,118)
 - #22. WIOA Lay-Off Aversion (+\$2,638)

Addressing Adult and Dislocated Worker Allocations: A transfer request of \$1,015,982 from the second round of PY2022-23 WIOA Dislocated Worker allocation to WIOA Adult was approved by the WDB Board on January 26, 2023. This transfer allows SELACO WDB to better align resources to the jobseekers using our AJCC. It is a common and allowable practice at this time of the year to reassess our customer base and determine if a transfer of funds will enhance our ability to serve customers seeking assistance with their employment and training goals. For this current program year, majority of customers enrolled in intensive program services are eligible under the Adult services rather than Dislocated Worker services. Below is the transfer amount reflected in our budget modification:

- #15. WIOA Adult (+ \$1,015,982)
 - #17. WIOA Dislocated Workers (- \$1,015,982)
- 4) A transfer of \$45,000 from SELACO WDB's General Fund to a General Fund Sub-Account for the 40th Year Anniversary Celebration. SELACO WDB will be celebrating 40 years of providing services to job seekers and businesses within the Southeast LA Region. Funds are allocated to support planning expenses and pre-celebration activities.
- #24. General Fund: 40th Year Anniversary Celebration

Decreases of \$140,503 from the revenue budget are as follows:

- 1) A decrease of \$139,226 is from unused funds for the Downey MADE Project. Balance of unused funds were returned to Downey Unified School District.
- #01. Downey USD's Made Career Initiative
- 2) A decrease of \$700 is from adjustment to carried-over fund for the Regional Plan Implementation Grant.
- #07. Regional Plan Implementation 4.0 (- \$700)
- 3) A decrease of \$577 is due to revised estimates of One-Stop Partners' shares of infrastructure costs, including rent, telephone, internet, security guard, and some repair/maintenance costs:
- #23. Other Revenues – Shared Infrastructure Costs from One-Stop (-\$577)

See attached Projected Revenue Budget for explanation of each budget line item that resulted in an increase or decrease in all funding allocations.

Expenditures

Total Expenditure Budget for PY 2022-23 is increased by a net of \$1,042,567, which is 9.70% more compared to the budget approved on July 28, 2023. Detailed breakdown of net increase to total Expenditure Budget is as follows:

- 1) The overall personnel cost is decreased by \$83,449, a 2.57% reduction compared to the budget approved on July 28, 2023. Of the overall reduction, 1.68% is due to change in medical plan from Blue Shield to Anthem Blue Cross. The rest of the reduction is due to the net of annual step increases, costs of unfilled positions, and unanticipated medical leaves.
- 2) Non-personnel costs are increased by a net of \$42,000, a 4.37% increase compared to the budget approved on July 28, 2022. Most of the increase is due to funds set aside from the General Fund to cover anticipated costs for the 40th Year Anniversary Celebration. Some budget line items have been reduced or adjusted to align with actual expenditures to-date and projected expenditures from March through June 2023. The net increase is due to the following:
 - Meeting - increased by \$7,000 set aside for the 40th Year Anniversary Celebration lunch event.
 - Telephone & Internet – decreased by \$2,000 due to the postponement of the installation of the redundant internet line.
 - Furniture & Equipment – increased by \$9,000 for the replacement of old furniture for staff and the Board Room.
 - Outreach & Recruitment – increased by \$24,000 set aside for planned costs for the Commemorative Book and promotional materials/items for the 40th Year Anniversary Celebration.
 - Subscriptions/Dues/Memberships - increased by \$4,000, which includes price adjustments for various current subscriptions, additional PDF and Career Hub accounts necessary to enhance SELACO’s ability to deliver services virtually and support staff telework, and Teams Alert subscription for a Panic Button System per EDD’s Security Specifications.

Overall, the total In-House Costs Budget is decreased by \$41,449 (a reduction of 0.98%), which is the total between the reduction of \$83,449 to total Personnel Costs and total increase of \$42,000 to total Non-Personnel Costs.

- 3) Total Training and Support Services is increased by \$1,084,016, a 16.57% increase compared to the budget approved on July 28, 2022. Majority of the increases is due to additional funds received from the Department of Education for serving children with exceptional needs and for the 3-year adjustment factor increase.

See notes section on the attached Expenditure Budget for explanation on each line-item change that resulted in an increase or decrease in funding.

Unobligated Balance

With the projected revenues and proposed expenditures SELACO WDB will have an unobligated balance of \$1,368,752 which represents an increase of \$515,976 compared to the budget approved on July 28, 2022.

Action Required:

Support the SELACO WDB Board’s approval to: approve budget modification for Program Year 2022-2023 as submitted.

**SELACO WDB
PROJECTED REVENUE BUDGET
FISCAL YEAR 2022-2023**

REVENUE SOURCES	REVENUES APPROVED ON 7/28/22	PROPOSED BUDGET	INCREASE / (DECREASE)	NOTES
1 Downey USD's MADE Career Initiative	460,000	320,774	(139,226)	1
2 Employment Training Panel Grant	447,847	447,847	0	
3 Gateway Cities Homeless Employment (H2E) Program	220,000	221,240	1,240	2
4 Gateway Cities Whole Child Program	-	23,571	23,571	3
5 LA County - Youth @ Work	710,700	710,700	0	
6 LA County - Homeless (Measure H)	111,000	111,000	0	
7 Regional Plan Implementation 3.0 / 4.0	45,575	44,875	(700)	2
8 Preschool Grant	3,594,338	4,110,143	515,805	3
9 Transitional Subsidized Employment (TSE) - Carry Over	7,000	8,238	1,238	2
10 Transitional Subsidized Employment (TSE)	72,000	72,000	0	
11 Bridge To Work (B2W) Youth - Carry Over	400	472	72	2
12 Bridge To Work (B2W) Youth	14,400	14,400	0	
13 Workforce Accelerator Fund (WAF) 9.0	58,972	58,972	0	
14 WIOA Adult - Carry Over	371,096	627,804	256,707	2
15 WIOA Adult	1,509,196	2,525,178	1,015,982	4
16 WIOA Dislocated Workers - Carry Over	160,636	373,127	212,491	2
17 WIOA Dislocated Workers	1,271,717	255,735	(1,015,982)	4
18 WIOA Youth - Carry Over	578,400	1,157,334	578,934	2
19 WIOA Youth	1,570,491	1,570,491	0	
20 WIOA Rapid Response - Carry Over	34,000	8,431	(25,569)	1,2
21 WIOA Rapid Response	85,000	138,118	53,118	3
22 WIOA Lay-Off Aversion	37,995	40,633	2,638	3
23 Other Revenues - Shared Infrastructure Costs from One-Stop Partners	106,058	105,481	(577)	2
24 General Fund: 40th Year Anniversary Celebration	-	45,000	45,000	5
TOTAL OPERATING REVENUES	11,466,823	12,991,565	1,524,742	
25 Non-WIOA Training Revenues	139,046	172,847	33,801	
TOTAL REVENUES	11,605,868	13,164,412	1,558,543	

NOTES:

- 1 Projected unused funds to return back to grantor.
- 2 Revised revenues reflect actual amount carried-in from FY2021-22.
- 3 Additional revenues/revenue adjustments received after submission of budget on July 28, 2022.
- 4 Interfund transfers from WIOA Dislocated Worker funds to WIOA Adult funds.
- 5 Transfer from General Fund to General Fund sub account for 40th Year Celebration and miscellaneous costs.

**SELACO WDB
PROJECTED EXPENDITURE BUDGET
FISCAL YEAR 2022-2023**

LINE ITEM DESCRIPTION	APPROVED BUDGET ON 7/28/22	PROPOSED BUDGET	INCREASE / (DECREASE)	NOTES
PERSONNEL COSTS				
Salaries & Wages	2,417,332	2,390,445	(26,888)	
Payroll Taxes/Worker Compensation	225,006	221,624	(3,382)	
Employee Benefits	609,835	556,656	(53,179)	
TOTAL PERSONNEL COSTS	3,252,173	3,168,725	(83,449)	1
NON-PERSONNEL COSTS				
Mileage	10,000	10,000	0	
Conferences/Staff Development	133,000	133,000	0	
Meeting Expenses	20,000	27,000	7,000	2
Rent	350,592	350,592	0	
Telephone/Internet	25,000	23,000	(2,000)	3
Furniture & Equipment	46,000	55,000	9,000	3
Repair & Maintenance	17,000	17,000	0	
Outreach/Recruitment	23,700	47,700	24,000	2
Supplies	55,000	55,000	0	
Subscriptions/Dues/Memberships	66,000	70,000	4,000	3
Insurance	38,000	38,000	0	
Professional Fees	130,000	130,000	0	
Legal Fees	40,000	40,000	0	
Bank Fees/Interest Expense	6,000	6,000	0	
TOTAL NON-PERSONNEL COSTS	960,292	1,002,292	42,000	
TOTAL IN-HOUSE COSTS	4,212,465	4,171,017	(41,449)	
TRAINING & SUPPORT SERVICES				
Classroom/ OJT/ IWT Payments				
Employment Training Panel (ETP)	265,617	267,751	2,134	3
LA County - Homeless Initiative (Measure H)	29,000	29,000	0	
Workforce Accelerator Fund (WAF 9.0)	4,120	4,681	561	3
WIOA Adult	417,137	825,296	408,159	3,4
WIOA Dislocated Workers	278,091	123,949	(154,142)	3,4
WIOA Youth	50,000	50,000	0	
Non-WIOA Training Expenditures	139,046	172,847	33,801	3
Subtotal	1,183,011	1,473,524	290,513	

LINE ITEM DESCRIPTION	APPROVED BUDGET ON 7/28/22	PROPOSED BUDGET	INCREASE / (DECREASE)	NOTES
Cost Reimbursements / Contracted Services				
Day Care Pre-School / Renovation	3,324,763	3,870,143	545,380	5
Employment Training Panel (ETP)	15,800	15,000	(800)	3
Gateway Cities' Homeless Employment Program	6,400	6,400	0	
LA County - Youth @ Work	650,065	585,549	(64,517)	3
LA County - Homeless Initiative (Measure H)	10,000	10,000	0	
Regional Plan Implementation 3.0 / 4.0	42,000	33,050	(8,950)	3
WIOA ETPL Delegation Services	-	5,000	5,000	3
WIOA Youth	423,200	635,990	212,790	3
WIOA One-Stop Operator	30,000	30,000	0	
WIOA Security Guard	46,694	46,694	0	
Subtotal	4,548,922	5,237,826	688,904	
Work Experience / Skillz Menu				
Downey's USD MADE Career Initiative	376,694	278,243	(98,451)	6
LA County - Youth @ Work	0	54,527	54,527	3
LA County - Homeless Initiative (Measure H)	25,500	25,500	0	
Prison to Employment (P2E)	0	0	0	
WIOA Adult	25,000	170,000	145,000	3
WIOA Dislocated Workers	0	0	0	
WIOA Youth	280,000	280,000	0	
Subtotal	707,194	808,270	101,076	
Training Supplies				
Employment Training Panel	0	0	0	
Prison to Employment (P2E)	0	0	0	
WIOA Adult	5,000	5,000	0	
WIOA Dislocated Workers	5,000	5,000	0	
WIOA Youth	5,000	5,000	0	
Subtotal	15,000	15,000	0	
Direct Support Payments				
Gateway Cities' Homeless Employment Program	5,000	4,950	(50)	3
Gateway Cities Whole Child Program	0	1,233	1,233	5
LA County - Youth @ Work	0	2,340	2,340	3
LA County - Homeless Initiative (Measure H)	6,500	6,500	0	
Prison to Employment (P2E)	0	0	0	
WIOA Adult	30,000	30,000	0	
WIOA Dislocated Workers	15,000	15,000	0	
WIOA Youth	30,000	30,000	0	
Subtotal	86,500	90,023	3,523	
TOTAL TRAINING & SUPPORT SERVICES	6,540,627	7,624,643	1,084,016	
GRAND TOTAL	10,753,092	11,795,659	1,042,567	
CURRENT UNOBLIGATED BALANCE	852,776	1,368,752	515,976	

Notes:


- 1 Decrease is due to the net of annual step increases, costs of unfilled positions, unanticipated medical leaves, and change of medical plan from Blue Shield to Anthem Blue Cross.
- 2 Increase is due to additional costs planned for the 40th Year Anniversary Celebration.
- 3 Adjustments to original estimates due to revised enrollment / expenditure plan and/or revised carried-over funds from PY 2021-22.
- 4 Interfund transfers from WIOA Dislocated Worker funds to WIOA Adult funds.
- 5 Increase due to additional expenditures associated with new grant revenues and/or additional funding received after submission of budget on July 28, 2022.
- 6 Unused fund returned to grantor.



MEMORANDUM

DATE: April 18, 2023

TO: SELACO Policy Board

FROM: Yolanda L. Castro, Executive Director 

RE: Regional and Local Plan Modifications Program Year (PY) 2021-2024

On March 23, 2023, the SELACO WDB approved and signed the SELACO WDB's Local Plan Two Year Modifications for PY 21-24. This plan comes before the Policy Board for your review and approval.

Background:

In accordance with California State Directive WSD22-05 titled Regional and Local Planning Guidance for PY 21-24 Two-Year Modifications, SELACO WDB is required to submit modifications to its Local Plan for PY 21-24 as part of the required submission of the Los Angeles Basin Regional Planning Unit (LA Basin RPU) modifications to its Regional Plan for PY 21-24. Regional and Local Plan modifications are due to the State on March 31, 2023.

SELACO WDB will submit its Local Plan Biennial Modifications PY21-24 to the LA Basin RPU Regional Coordinator for inclusion in the Regional Plan packet after review and approval by the Board and signature of the SELACO WDB at today's meeting. At this time, the submission will not include a signature from SELACO's Policy Board Chair because the Policy Board does not meet until April. The Directive allows the submission of a completed signature page after the due date if signatures are incomplete due to meeting schedules.

SELACO's Policy Board is scheduled to meet on April 18, 2023, at which time signature of Policy Board Chair will be secured and the completed signature page will be submitted to the State.

Action Required:

Support the SELACO WDB's approval and sign the Local Plan Two Year Modifications for PY 21-24 as presented.

Los Angeles Basin Regional Planning Unit Regional Plan 2021-2024

Representing:

- **City of Los Angeles Workforce Development Board**
- **Foothill Employment and Training Connection**
- **Los Angeles County Workforce Development Board**
- **Pacific Gateway Workforce Innovation Network**
- **South Bay Workforce Investment Board (SBWIB)**
- **Southeast Los Angeles County WDB (SELACO)**
- **Verdugo Workforce Development Board**

**Regional Lead: South Bay Workforce Investment Board,
Jan Vogel, Executive Director**

jvogel@sbwib.org

(310) 970-7700

A. Analytical Overview of the Region

- *Provide an analysis of current employment and unemployment data.*
- *Provide an analysis of the current educational and skill levels of the workforce, the current needs of employers in the region, and any relevant skill gaps between the two.*
- *Provide an analysis of industries and occupations with an emerging demand.*

According to the US Census 2021 population estimate, Los Angeles County is home to 9.83 million people,¹ making it the most populous county in the country. The Los Angeles Basin (LA Basin) makes up approximately 25% of California’s population. Geographically, the LA Basin is enormous, with an area of 4,084 square miles containing 88 incorporated cities and approximately 125 unincorporated areas.² The largest city within the region is Los Angeles, with approximately 3.85 million residents.³ The percentage of the region’s residents living in poverty is 13.2% compared to 12.3% statewide, and the median household income is \$71,358, compared to the California median of \$78,672. The median age in 2021 was 37.8, and 6.2% of the region’s residents under the age of 65 have a disability.⁴

The population of the LA Basin is richly diverse with no one group making up a majority. The largest racial/ethnic group is Hispanic or Latinx at 49.1%, followed by White (not Hispanic or Latinx) at 25.3%, Asian at 15.6%, Black or African American at 9.0%, and Native American at 1.5%.⁵ 33.7% of residents are foreign-born, compared to 26.6% statewide, and 56.1% speak a language other than English at home, compared to 43.9% statewide. The most commonly spoken non-English languages are Spanish (59.2%), Tagalog (2.5%) and Korean (2.5%).⁶ According to the Census, 23.2% of residents speak English less than “very well,” indicating that many residents are English language learners.⁷

In December 2020, the LA Basin had a labor force of 4,927,700 individuals, with 215,500 unemployed for an unemployment rate of 12.8%.⁸ At the end of 2020 unemployment was almost two and a half times greater than it was before the pandemic. Low wage workers making under \$27,000 per year were particularly hard-hit, with employment down 26.1% when comparing November 2020 to January 2020.⁹ In contrast, those making over \$60,000 per year saw employment decline by 0.6%, and those making \$27,000-\$60,000 saw employment decline 6%. Higher wage employees are largely Angelenos with higher levels of education and/or skills, with low wage workers indicating lower levels of education and/or skills. These results

¹ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia/PST045221>

² <https://lacounty.gov>

³ <https://www.census.gov/quickfacts/losangelesciticifornia>

⁴ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045221>

⁵ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

⁶ <https://datausa.io/profile/geo/los-angeles-ca/demographics/languages>

⁷ <https://data.census.gov/table?q=los+angeles+county&tid=ACSS1Y2021.S1601>

⁸ <https://www.labormarketinfo.edd.ca.gov/geography/regional-planning-units.html>

⁹ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

indicate the importance of an educated and skilled labor force that can better weather unprecedented economic downturns and emergency events.

Similar to the rest of the state, the LA Basin saw its labor force participation rate dip during the pandemic. Women have been disproportionately impacted, due to their large numbers in the hardest hit industries, lack of childcare and children at home because of school closures. Nationally, women comprise 58% of those who left the labor force by January 2021.¹⁰



The following educational attainment data is based on the American Community Survey and EMSI demographic data. The figures include the population over age 25 and indicate the highest level of education achieved. In 2020, 32% of the region’s residents had a bachelor’s degree or higher, slightly lower than the statewide rate of 34%. In addition, 21% of residents had less than a high school diploma, compared to 16% for California and 12% nationwide.

¹⁰LAEDC Annual Economic Forecast event, Feb 17, 2021

Education Level	2020 Population	2025 Population	2020 % of Population	2020 State % Population	2020 National % Population
Less Than 9th Grade	855,153	812,050	12%	9%	5%
9th Grade to 12th Grade	599,304	565,261	9%	7%	7%
High School Diploma	1,453,746	1,478,315	21%	21%	27%
Some College	1,324,339	1,327,153	19%	21%	20%
Associate's Degree	494,017	510,957	7%	8%	9%
Bachelor's Degree	1,498,889	1,603,691	21%	21%	20%
Graduate Degree and Higher	801,750	861,355	11%	13%	13%
	7,027,200	7,158,783	100%	100%	100%

Any discussion of educational attainment would be incomplete without disaggregating the data by race, which brings to light stark differences. Of the over 1.45 million residents over the age of 25 without a high school diploma, 78.7% or over 1.1 million are Hispanic/Latinx, compared to Latinx comprising 48.6% of the population overall. The following table shows the breakdown by race/ethnicity for each level of educational attainment. (For information on how the LABRPU is working with education partners to address this disparity through reengaging disconnected youth, please see Section D of the regional plan for a description of the Los Angeles Performance Partnerships Pilot).

Race/Ethnicity	Percent of overall population	Less than HS Diploma	HS Diploma	College Degree
Hispanic/Latinx	48.6%	78.7%	47.7%	21.6%
White alone	26.1%	6.8%	26.9%	43.7%
Black alone	9.0%	3.9%	10.9%	7.9%
Asian alone	15.4%	9.2%	12.3%	24.4%
Native American	1.4%	0.1%	0.3%	0.1%
Two or more races	1.7%	1.0%	1.7%	2.0%

SOURCE: EMSI

The following data provide insight into the supply and demand of relevant skills by comparing the frequency of skills listed in job postings with online resumes and profiles. The below table summarizes a “skills gap” - the hard skills which have the greatest discrepancy between frequency in job postings compared to uploaded resumes.

Top Hard Skills	Frequency in job postings (Sept-Oct 2020)	Frequency in Profiles (2019-2021)
Accounting	6%	3%
Merchandising	6%	2%
Auditing	5%	2%
Nursing	4%	1%
Selling Techniques	4%	2%
Warehousing	4%	1%
Basic Life Support	4%	0%
Restaurant Operation	3%	1%
Computer Science	3%	0%
Agile Methodology	3%	1%

SOURCE: EMSI (Q1 2021)

The same skills gap analysis can be done for “soft” or communication and organizational skills. The following table summarizes those types of skills with the greatest discrepancy between frequency in job postings compared to uploaded resumes.

Top “Soft” Skills	Frequency in job postings (Sept-Oct 2020)	Frequency in Profiles (2019-2021)
Communications	30%	6%
Management	22%	16%
Customer Service	18%	15%
Sales	17%	14%
Leadership	15%	11%
Operations	14%	7%
Detail Oriented	10%	0%
Problem Solving	9%	1%
Presentations	9%	3%
Planning	8%	3%

SOURCE: EMSI (Q1 2021)

Further information on specific skills needed for growing, middle skill jobs can be found in Section C of this modification.

COVID-19 Pandemic Impacts

The LA Basin has been in many ways the epicenter of the COVID-19 pandemic in California. As of November 1 2022, Los Angeles County had **3,320,411 total** confirmed cases of COVID-19,

or 31.4% of all cases statewide, although residents comprise 25% of the state population.¹¹ The number of deaths is even more disproportionate, with over 33,800 in the County, or 35% of all Californians lost to this disease.

The impacts on the workforce and economy have been equally severe. In February 2021 the County released a report produced by the Los Angeles Economic Development Corporation (LAEDC) with data and analysis of the economic crisis caused by COVID-19, and recommendations for steps the public and private sector could take to improve the recovery and create more widely shared equity. The report, *Pathways to Economic Resiliency*, is a work product of LAEDC's Institute for Applied Economics. Unless otherwise cited, the data and information below draw from that report.

In 2019 there were approximately 4.16 million living wage jobs¹² in the LA Basin. Prior to the pandemic, approximately 95% of occupations paid a living wage and 85% of jobs provided a living wage. By the end of 2020, it is estimated that 392,000 living wage jobs were lost in the region. Additionally, it is projected that the LA Basin will not regain the 392,000 living wage jobs lost during the pandemic until 2024. Furthermore, based on the estimated 3,768,000 living wage jobs currently available as of 2020, the region will need to create a total of 738,672 living wage jobs in order to have living wage jobs for the estimated 4,506,672 total workers.

The LA Basin is especially sensitive to the impact of COVID-19, as over 93% of all businesses are small with less than 20 employees. In a year over year comparison, small business revenue in the LA Basin was down 34.8% in January 2021. Small business revenue hit a low point at the end of March 2020 at -56%, recovered somewhat over the summer, and has been on a downward trend since the beginning of December. When examining the percentage change in the number of small businesses open, a year over year comparison finds a 36.3% decrease at the end of January 2021.¹³ According to Dr. Amy Liu of the Brookings Institute, this places Los Angeles in 45th place in a comparison of 53 large metropolitan areas.¹⁴

On a more hopeful note, in its more recent 2022 Economic Forecast report, the LAEDC predicts that in 2023, LA County Personal Income will grow by 2.6% and employment will grow by 1.3% (see below).¹⁵ And, according to EDD's Labor Market Information Division, the unemployment rate for LA County declined to 4.7% in December, 2022.

¹¹ <https://covid19.ca.gov/state-dashboard/>

¹² Living wage jobs are defined as the minimum amount of income necessary to meet the "basic needs of a family." The rate is currently at \$14.83/hour or \$30,800 per year for a single person household.

¹³ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

¹⁴ LAEDC Annual Economic Forecast event, Feb 17, 2021

¹⁵ LAEDC Economic Forecast 2022

Figure 31: Los Angeles Headline Statistics and Forecast

	2017	2018	2019	2020	2021f	2022f	2023f
Real GDP Growth	3.5%	2.9%	3.3%	-6.3%	6.8%	4.6%	2.6%
Real Personal Income Growth	1.2%	1.4%	3.1%	6.2%	1.3%	-2.1%	2.6%
Total Employment Growth	1.6%	1.5%	0.8%	-11.8%	7.0%	3.0%	1.3%
Unemployment Rate	4.8%	4.7%	4.6%	12.8%	9.6%	6.4%	5.1%

More specifically, the report shows that the rate of pandemic employment recovery has so far been more rapid than during the Great Recession. Throughout the pandemic, Los Angeles County experienced the greatest job loss associated with the measures taken to mitigate the spread of the virus that took place between March and April, when more than 772,000 jobs fell off county nonfarm payrolls. However, since then, Los Angeles County has added around 67.5% of those jobs back. The hardest-hit industries added the highest number of jobs, with leisure and hospitality adding back the most.

Disparities in Pandemic Experiences

The intersection of the health and economic impacts of COVID has not been felt evenly by all groups. Using death records from the California Department of Public Health, researchers at UCSF estimated excess mortality among Californians 18–65 years of age by occupational sector and occupation, with additional stratification of the sector analysis by race/ethnicity. During the COVID-19 pandemic, working age adults experienced a 22% increase in mortality compared to historical periods. Relative excess mortality was highest in food/agriculture workers (39% increase), transportation/logistics workers (28% increase), facilities (27%) and manufacturing workers (23% increase). Latinx Californians experienced a 36% increase in mortality, with a 59% increase among Latinx food/agriculture workers. Black Californians experienced a 28% increase in mortality, with a 36% increase for Black retail workers. Asian Californians experienced an 18% increase, with a 40% increase among Asian healthcare workers. Excess mortality among White working-age Californians increased by 6%, with a 16% increase among White food/agriculture workers.¹⁶

The pandemic has also highlighted how differences in Internet and technology access can present barriers to services such as schooling, telemedicine, and remote work options. In Los Angeles County, technological access barriers disproportionately impact residents in the historically underserved neighborhoods of South and East LA, where there are fewer internet service providers, lower adoption rates, and less fiber infrastructure.¹⁷ Across California, the

¹⁶ “Excess mortality associated with the COVID-19 pandemic among Californians 18–65 years of age, by occupational sector and occupation: March through October 2020.” Posted Jan 22, 2021. <https://www.medrxiv.org/content/10.1101/2021.01.21.21250266v1>

¹⁷ Galperin, H., Le, T. V., & Wyatt, K. (2021). Who gets access to fast broadband? Evidence from Los Angeles County. *Government Information Quarterly*, 101594. <https://doi.org/10.1016/j.giq.2021.101594>

demographic groups that have been most affected are low-income households, Latino households, and those with a disability.¹⁸ Given the diversity of the LA Basin population as well as the severity of the COVID pandemic, these sobering statistics have important implications for the region.

While the pandemic has created massive disruptions to the labor market, it also presents an opportunity to reskill low-wage workers and assist them onto career paths leading to greater economic well-being. The LABRPU aims to be vigilant in identifying those opportunities as they arise. As the LA Basin continues to work toward recovery, the Workforce Development Boards will evaluate and incorporate new data as it becomes available and will continue to strive toward training more workers for occupations that offer higher pay and career pathways. Therefore, this regional plan represents information available at this time, though the data are likely to be evolving into the foreseeable future.

B. Regional Indicators

- *Identify which of the four regional indicators the RPU established objective metrics under RPI 4.0, and what those metrics were.*
- *Identify any anticipated impacts that tracking and evaluating the regionally agreed upon metrics will have on each of RPU's local workforce service delivery system (e.g. change in service strategy, improved participant outcomes, new partner engagement, etc.)*

The region's Workforce Development Boards and America's Job Centers of California (AJCC) are connected by a regional communication strategy that includes an RPU website, diverse target populations of emphasis and many regional programs for services, training and education that deploy shared and/or pooled resources. Because the foundation to fund these regional strategies was built many years ago, the RPU Directors, at a regular meeting, selected shared/pooled resources as a regional indicator to enhance, expand and measure.

The sheer size of the LABRPU in terms of population, diverse economies and number of workforce boards means that any pooling of administrative costs and any leveraging of resources or data will benefit the region. Yet these very same characteristics add levels of difficulty in identifying common goals and assessing reasonable shared costs across political jurisdictions. A mature initiative in demonstrating the importance of this regional goal is the I-TRAIN system under which the South Bay WIB, by agreement with other WDBs, administers the Eligible Training Provider List for the entire region. A more recent initiative for strategic co-

¹⁸ Galperin, H. (2021, March). Statewide Survey on Broadband Adoption 2021. California Emerging Technology Fund (CETF) and USC Annenberg School for Communication and Journalism. https://www.cetfund.org/wp-content/uploads/2021/03/Annual_Survey_2021_CETF_USC_Final_Summary_Report_CETF_A.pdf

enrollment reveals the potential for expansion and enhancement to include more WDBs and additional projects.

The projects that currently exist using specific joint resources are listed in Section E, not as a comprehensive list but as an example. Over the next 18 month cycle, metrics will be developed that measure the regions’ ability to sustain and expand these projects while assessing the impact of regionalism on its success. Potential metrics could include such things as administrative efficiencies of regional management, the value added by leveraging funding or the accelerated learnings of collective wisdom.

C. Fostering Demand-Driven Skills Attainment

- ⦿ *Identify the in-demand industry sectors or occupations for the region.*
- ⦿ *Describe any current sector-based initiatives being implemented by the RPU for regionally in-demand industries or occupations and what, if any, new sector-based initiatives are planned for the next two years.*
- ⦿ *Describe what processes or strategies the RPU uses to communicate effectively and cohesively with regional employers.*

The LABRPU previously identified six priority sectors that offered good wages and career growth opportunities, based on the LAEDC’s list of “high growth” industries:

Sector	North American Industry Classification System Codes
Construction	236, 237, 238
Selected Manufacturing (Fashion, Aerospace, Analytical Instruments, Pharmaceuticals, Medical Devices)	313, 314, 315, 316, 325, 334, 336, 339
Logistics	42, 48, 49
Entertainment and Infotech	511, 512, 515, 518, 519
Health Services	621, 622, 623
Leisure and Hospitality	721, 722

Although the COVID-19 pandemic has upended the economy, and the future of these sectors remain uncertain, at least some of them appear to continue to offer good career opportunities for job seekers. As previously mentioned, the WDBs of the LABRPU will continue to evaluate economic conditions and “course-correct” as needed. Meanwhile, the below data represent the information currently available.

In examining available EMSI data, these sectors continue to represent significant parts of the economy in terms of overall jobs and number of businesses. All of the sectors provide earnings above the region’s average personal income of \$65,094, with the exception of Leisure and

Hospitality. Although Leisure and Hospitality is projected to grow 4.5% for 2020-25, as previously discussed, the future of the sector is still uncertain as it is one of the most severely impacted during the pandemic. Indeed, most if not all of these sectors will experience changes caused by the pandemic in the ways that people work and services are provided. At stakeholder input sessions, community members identified teleworking and remote services as potentially permanent changes brought about by the pandemic, as well as the severe impact on small businesses. Thus, the long-term impacts on the labor force and employment remain to be seen.

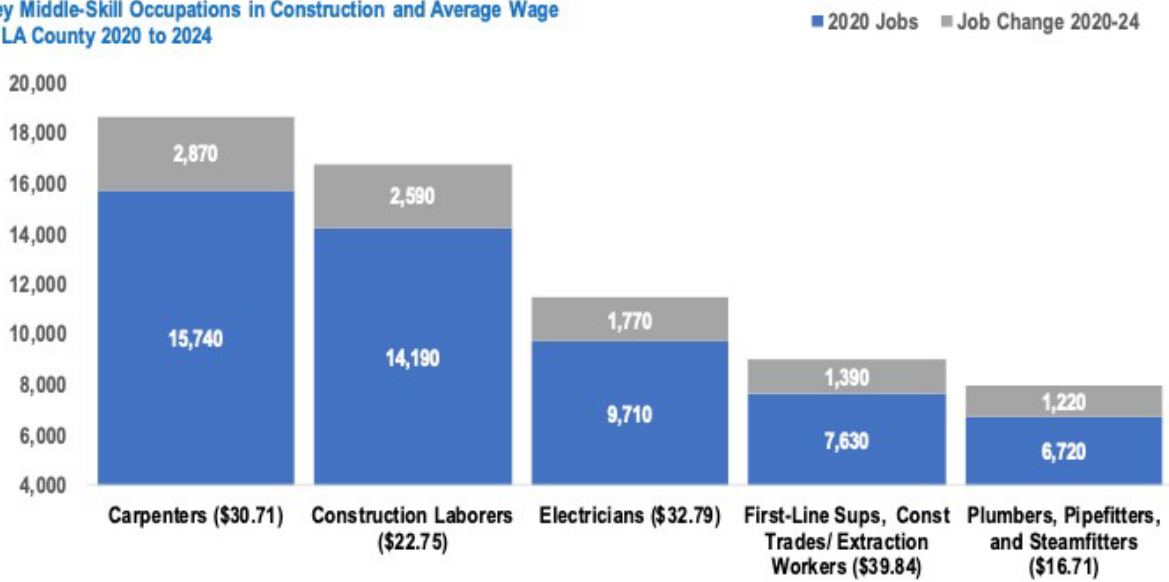
Sector	Jobs (2020)	% Change, 2020-25	Average Earnings	Payroll Business Locations
Construction	220,152	+3.9%	\$72,071	17,237
Selected Manufacturing	164,387	-12.0%	\$160,758	5,393
Logistics	449,317	+1.4%	\$78,740	30,208
Entertainment & Infotech	205,147	+2.9%	\$156,261	12,803
Health Services	462,621	+9.1%	\$78,580	29,291
Leisure and Hospitality	418,281	+4.5%	\$31,478	23,414

SOURCE: EMSI Q1 2021 Data Set

In its Pathways for Economic Resiliency report, the LAEDC identified three industries as likely to grow in the next five years and that offer middle skilled jobs: Construction, Healthcare, and Transportation and Warehousing. Of the 500,000 total jobs that are expected to be added back between 2020-2024 in the region, 139,000 are projected to be in middle skill occupations, which could potentially provide career pathways to living wages jobs for displaced workers in the hardest hit industries. The below graphs illustrate average wages and expected growth by occupation in those three sectors (Source: LAEDC, Institute for Applied Economics).

Construction is a sector that was largely unaffected by the employment impacts of the pandemic and retains high demand for its services in the county. Both construction laborers and carpenters are expected to add over 2,500 jobs in the next four years. Electricians, supervisors of construction and plumbers, pipefitters and steamfitters are all expected to add between 1,000 to 2,000 jobs as well. **For this industry, the skills in highest demand include scheduling, project management, budgeting, construction management, plumbing, repair, customer service, quality/assurance and control, sales and estimating.**

Key Middle-Skill Occupations in Construction and Average Wage in LA County 2020 to 2024

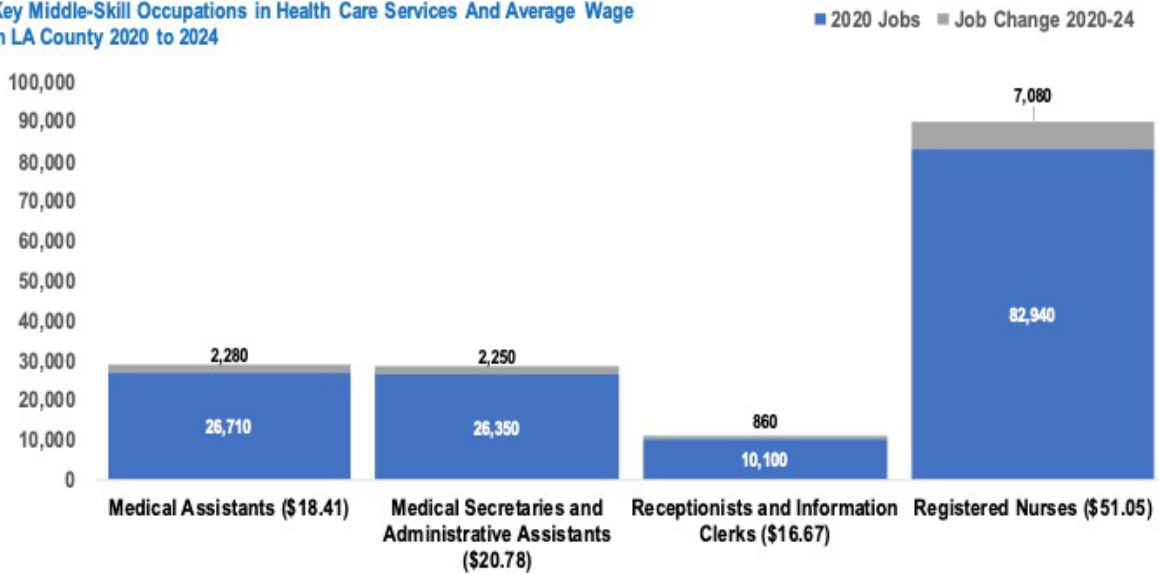


The following table reflects the number of projected construction jobs requiring specialized skills (2024 estimate):

Skill	# of Postings
Scheduling	2,489
Project Management	2,231
Budgeting	2,004
Construction Management	1,920
Plumbing	1,812
Repair	1,548
Customer Service	1,319

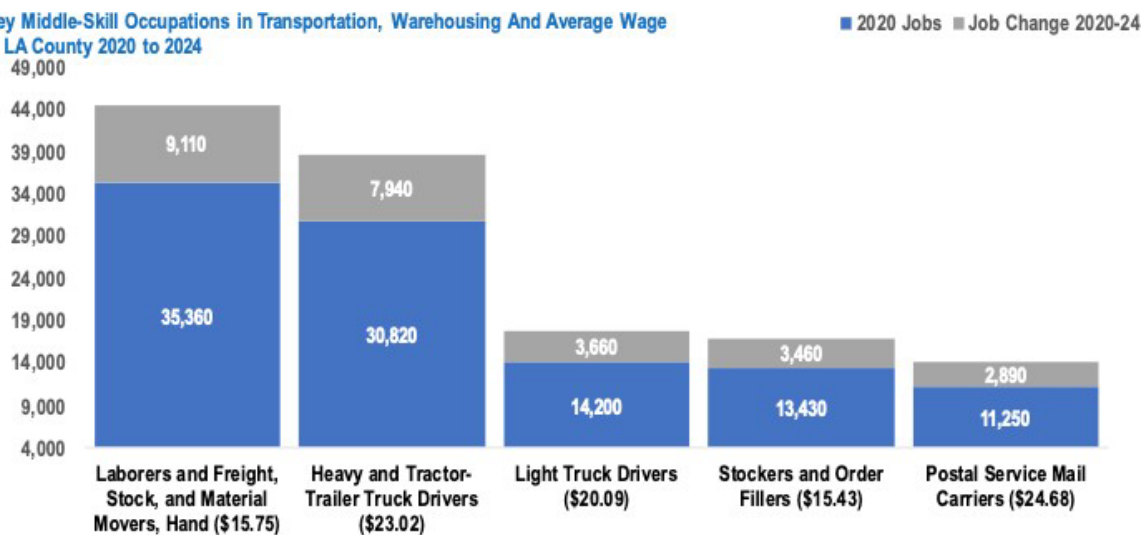
Healthcare and social services industry started 2020 by posting 11,778 job openings in the LA Basin before falling 40% to 7,002 jobs in April 2020. However, the industry saw an increase in demand due to a sharp shortage of labor to keep up with patient needs due to COVID-19. The industry had 9,905 job openings as of November 2020. **Workers interested in securing jobs in the healthcare and social services industries would benefit in developing specialized skills in patient care, scheduling, and Cardiopulmonary Resuscitation (CPR).** From January – November 2020, the number of job postings requiring these skills were 25,952 for patient care; 15,101 for scheduling; and 13,556 for CPR.

Key Middle-Skill Occupations in Health Care Services And Average Wage in LA County 2020 to 2024



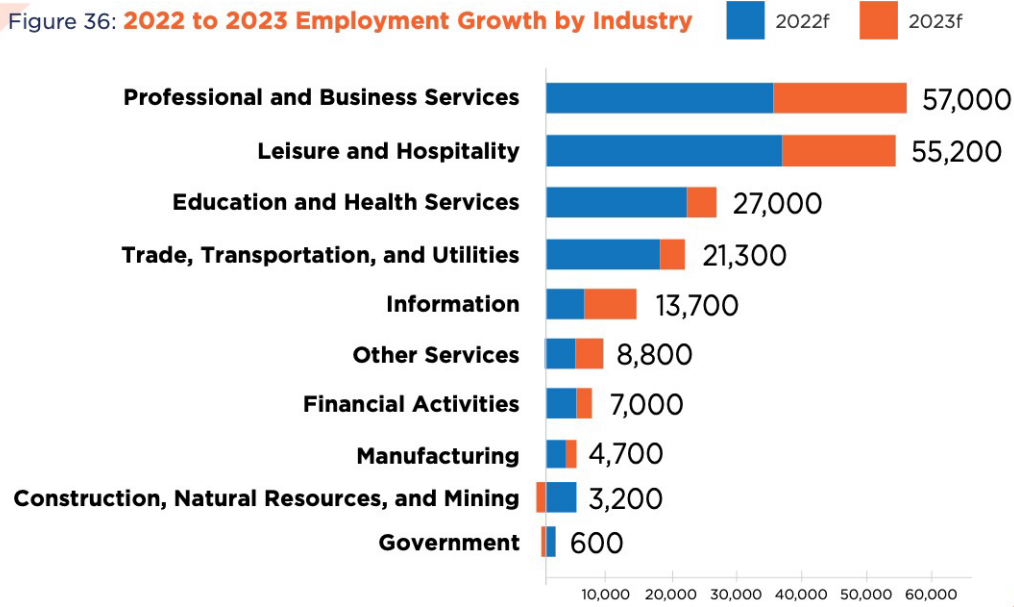
The transportation and warehousing industry experienced some job losses during the pandemic, but opportunities for new employees have arisen due to the increased online shopping. The growing trend towards providing fast delivery through optimized logistics and last-mile shipping services has helped job postings in the sector increase by 58% since the start of pandemic. **Workers who are interested in securing positions in the transportation and warehousing occupations should be trained or upskilled for customer service, scheduling and logistics.** From January – November 2020, the number of job postings requiring these skills were 3,400 for customer service; 2,600 for scheduling; and 2,300 for logistics.

Key Middle-Skill Occupations in Transportation, Warehousing And Average Wage in LA County 2020 to 2024



Looking Ahead

In its 2022 Economic Forecast report, the LAEDC predicted the highest employment growth in the Professional and Business Services and Leisure and Hospitality industries, as well as Education and Health Services (see figure).¹⁹



LABRPU Sector Initiatives

The seven community-centric Workforce Development Boards located across the LA Basin have a long and successful history of working together to strengthen the region. Regional partners include hundreds of community-based and non-profit organizations; labor organizations; 113 accredited colleges and universities; 21 community colleges; 80 school districts; 130 Chambers of Commerce; two Job Corps Centers; and local government agencies. This large and diverse network of workforce service providers and partners have implemented and continue to oversee a number of sector initiatives that support in-demand occupations and priority industries.

Healthcare

The LABRPU is partnering with healthcare providers and associations across the region to prioritize the pipeline of in-demand healthcare workers. A number of initiatives have evolved to meet the needs of healthcare organizations in the region.

Developed in coordination with the Hospital Association of Southern California (HASC), HealthImpact (the state's nursing workforce center), the Community Clinic Association of Los Angeles County (CCALA), hospitals, colleges, and universities across the region, the

¹⁹ LAEDC Economic Forecast 2022

Perioperative RN Training program provides a simplified, streamlined way for working registered nurses to advance their practices in specialized areas of care with the highest demand. This approach aimed to meet workforce needs supporting the professional advancement of incumbent RNs while strengthening their career mobility and retention within existing employers. Perioperative courses were developed and added to the ETPL. This collaborative program is also working to help hospitals reduce costs associated with staff overtime, traveling nurses, turnover, recruitment, and retention. This successful program model was used to expand and develop a registered apprenticeship program in Ambulatory Nursing.

During the pandemic, LA County provided support to CVS Health to coordinate virtual sessions to recruit and identify potential candidates to be trained and hired as Pharmacy Technicians. This effort helped inform what became a very successful apprenticeship program recognized by the state of California in 2021. LA County also collaborated with the Los Angeles County Department of Health Services (DHS) to train and place several hundred Certified Nurse Assistants (CNA)s in partnership with local training providers through an implemented cohort model. Recruitment for these CNA cohorts is focused in the communities in which the DHS hospital facilities are located in. In addition, LA County is replicating the cohort model to include Certified Medical Assistant (CMA) recruitment and training for DHS' Ambulatory Care Network (ACN) facilities.

The LABRPU has also worked in collaboration with healthcare partners to launch the C3 Skills Alliance, which developed care coordination training programs for healthcare workers in Los Angeles and Ventura Counties. This innovative program prepares much-needed healthcare coordinators and case managers responsible for making sure every patient receives the right care from the right professional at the right time. Course content is available statewide to educate patient care staff in hospitals, clinics and long-term care facilities. This health workforce alliance is embedded in HASC's long-term regional workforce strategy. Los Angeles County has also partnered with HASC to share Allied Health training schedules to support member hospitals ongoing recruitment needs.

Construction

The LA Basin is undergoing rapid expansion, with major new infrastructure projects planned or underway across the region. A Consortium, convened by the LABRPU WDBs at the request of the Federal Highway Administration (FHWA) is used to discuss construction projects throughout Los Angeles County and the need to work together to create a pipeline of skilled workers for the numerous projects. The Associated General Contractors of California is a key partner of the Consortium. The SBWIB and Coastline Community College (CCC) spearheaded the initial pilot program, with the goal of meeting the urgent need for qualified pre-apprentice and apprentice workers for mega-projects in the region. Billions of dollars have been allocated for publicly and privately funded construction projects throughout Los Angeles County which will demand a continuing supply of trained workers.

To meet the workforce needs of these infrastructure projects, the SBWIB and its Career Center-Inglewood developed the Construction & Utilities Pathways Program (CUPP). CUPP was developed in response to the meeting the local hiring need for the Sofi Stadium Project in

Inglewood. With the Sofi project completing in 2021, CUPP participants continue to be directed toward other local projects such as the Inuit Dome (LA Clippers Basketball Arena), LAX Airport renovations and numerous housing developments in the region. The goal of CUPP is to supply a pipeline of qualified candidates by providing support services and access to training and employment in the construction industry. It is the mission of CUPP to increase community knowledge, demystify the construction industry and help individuals to build the framework to start a career in the construction industry. To date CUPP has successfully placed over 1,500 local residents into construction apprenticeship positions and has been particularly focused on engaging and referring unserved and underserved populations to the construction trades and placing African American males into quality construction jobs, with over 750 African American males placed into construction apprenticeships. This program allows all clients to access learn and earn opportunities, supportive services and quality jobs through targeting special populations that include reentry, homeless individuals, veterans, and disconnected youth. The LABRPU has developed a detailed referral and co-enrollment process so that all local WDBs are able to assist underserved populations with accessing this career pipeline.

One of the region's largest employers and the county's public transportation agency, Metro, is facing a serious shortage of qualified employees, with 50% of its workforce set to retire by 2024. Metro needs a qualified workforce to build and maintain transportation infrastructure throughout Los Angeles County. To meet this labor shortage, the LABRPU is partnering with Metro on its Workforce Initiative Now—Los Angeles (WIN-LA) program²⁰ to train and place employees in hard-to-fill positions across a range of transportation career pathways. Phase I of the program is focused on identifying and developing the talent pipeline to support Metro's workforce challenges, including workforce needs on Metro's construction projects. Phase 2 of the program is focused on recruiting and employing WIN-LA participants through WIN-LA career pathways. CUPP refers qualified construction workers to Metro construction projects.

WIN-LA opens training and career opportunities for current and former foster youth, veterans, single parents, individuals experiencing homelessness, people who have been involved with the justice system, job seekers who have not completed high school or their GED, and women. Through a collaborative network of trainers, service providers, and partners, WIN-LA participants have access to a spectrum of support services along with training, including assistance with education, housing, childcare, transportation, and mental health services.

One other example of a construction pre-apprenticeship training is led by the City of Long Beach, which has entered into a new 10-year Project Labor Agreement for over \$560 million in new capital projects. Contractors continue to communicate the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council (LA/OC BTC) and Long Beach City College, PGWIN developed a program based on the nationally recognized Multi-Craft Curriculum (MC3), which is endorsed by unions representing nineteen of the skilled trades. This construction pre-apprenticeship training is a six-week (140 hours) program that prepares participants for employment in the trades. Some of the hands-on skills taught

²⁰ <https://www.metro.net/about/win-la/>

include cabinet making, cement masonry, green technologies, H.V.A.C., plumbing, surveying and weatherization. Those completing the program receive three certificates: Building Trades Multi-Craft Curriculum (MC3), 10-hour OSHA Certification and CPR/First Aid Training Certification. This program has significant potential to be scaled up across the region to address major public building and infrastructure projects.

Similarly, Los Angeles County launched the HireLAX Apprenticeship Readiness Program in partnership with the Los Angeles World Airports, Parsons Corporation, Los Angeles Southwest College, City of Los Angeles, LA/OC BTC, Flintridge and 2ndCall. In October 2022, HireLAX at LA Southwest College graduated 16 individuals marking the 300th program graduate with over 200 placements. This HRTTP brings Los Angeles World Airports, the Building Trades and the County and City of LA together with the companies listed to train and support the next generation of workers in the trades.

Selected Manufacturing

Aero-Flex and Bio-Flex are highly successful career pathway programs that use pre-apprenticeship and registered apprenticeship to develop workforce pipelines for the aerospace and bioscience industry. The employer-centric earn and learn model was designed to allow employers to 'flex' the curriculum and provide customize training for each participant. Since the program's inception, many career pathways have been developed for technicians and engineers, including the first Aerospace Engineering apprenticeship in the nation requiring a degree to be registered with the U.S. Department of Labor. The SBWIB team is now working on registering two additional Bio-Flex occupations called Quality Assurance Specialist and Lyophilizer Technician and plans to register others as needed by employers. Open to high schools and post-secondary students, veterans, returning service personnel, and other underserved individuals, as well as incumbent workers, these apprenticeships allow job seekers to gain in-demand skills while earning industry-recognized credentials.

Current SBWIB Apprenticeship Registrations:

DOL Occupations:

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

O*NET-SOC CODE: 19-4021.00 RAPIDS CODE: 1103CB

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

O*NET-SOC CODE: 49-9062.00 RAPIDS CODE: 0888

INSPECTOR, QUALITY ASSURANCE (aka Biomedical Quality Assurance Specialistc O*NET-SOC CODE: 13-1041.04 RAPIDS CODE 0992CBc

DAS Registrations

Apprenticeship

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)
BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

Aero-Flex Pre-Apprenticeship Program: Aerospace Engineer, Assembler - Metal building, Avionics Technician, Industrial Manufacturing Technician, Machine Operator I, Machinist (includes NIMS), Metal Fabricator, Numerical Control Machine Operator, Quality Control Inspector, Tool Programmer - Numerical.

The SBWIB in partnership with West Los Angeles College was awarded a \$1.53 million DOL grant for "Scaling Apprenticeships" that runs through June 30, 2024 with a goal of 5000 enrollments. The project focuses on serving the Aerospace and Bioscience sectors including IT occupations and many other advanced manufacturing sectors. The grant includes employer partners such as Aerojet Rocketdyne, Bachem America's, Impresa Aerospace, IBM, Magnetika, Lockheed Martin, Northrop Grumman, Tesla and Hypertherm and many others. Through December 31, 2022, the project enrolled 3629 apprentices with 2058 completions, of which 1024 enrollments were from SBWIB along with 294 completions so far.²¹

The Verdugo Workforce Development Board (VWDB) is also leading a regional bioscience sector initiative through an industry-valued credentialing program. The Life Science industry sector, specifically bioscience, is at the forefront of the COVID-19 pandemic. With their expertise in developing therapeutic treatments, vaccines, and testing, the bioscience companies located throughout the LA Basin have partnered with the Federal Drug Administration (FDA) and Center for Disease Control to research the virus and develop treatments and vaccines. Amgen, Gilead, Takeda and Grifols are among the companies developing antibody treatments, antiviral medications, plasma therapeutics and other responses to the COVID-19 pandemic. The continued and expedited pursuit of vaccines and therapeutic treatments demands a qualified workforce pool and the ability to respond immediately to the industry's human capital needs. According to these companies, the industry was hiring approximately 1,000 new employees per month prior to the pandemic, and Grifols projects a need of 5,000 per month across the LA Basin as the industry continues its growth.

The VWDB has partnered with seven bioscience companies to develop an industry-valued credential to assist the employers in identifying qualified candidates for their job openings. The Biocom Institute Bio Technology Credential (BioTC) Collaborative used input from the companies to develop an assessment instrument to determine that qualified candidates have acquired the core competencies needed as biomanufacturing technicians, biotechnology technicians or lab technicians. All students graduating from a bioscience program in the LA Basin are eligible to take the assessment and those earning a 70% score or higher will earn the industry-valued credential. The BioTC Collaborative, led by Grifols Biologicals and coordinated by VWDB, includes Biocom California as a statewide industry association representing hundreds of life science members and hosts the name on the credential to ensure industry

²¹ Aero-Flex website: <https://www.sbwib.org/aero-flex>; Bio-Flex website: <https://www.sbwib.org/bioflex>

recognition. Other members of the Collaborative include Los Angeles Mission College (LAMC) serving as the hub which administers the virtual exam and issues the digital badges to students earning the credential. Representing two additional biotechnology programs, Glendale Community College and Citrus College also participate as members of the BioTC Collaborative. In addition to Grifols, the Collaborative partnered with six additional companies to develop the assessment instrument: Amgen, Takeda, Gilead, Neutrogena, Prolacta, and Kite. The seven companies have committed to guarantee an interview for any student who has earned a credential and is seeking employment.

- The BioTC Collaborative developed the testing protocols and process using the Canvas Learning Management System to administer the assessment instrument virtually and generate the digital credential. The COVID-19 pandemic brought to light the need for an efficient system for implementing the credentialing process utilizing a flexible and well-known tool like Canvas and using LAMC as a hub. All students earning the credential will receive career services from the Verdugo Jobs Center and have their resumes entered into a business portal hosted by Biocom Institute so they are easily accessible by the hundreds of Bioscience companies that are members of Biocom. Partnering with the Bioscience companies and the colleges assists the Collaborative in meeting employer needs while moving job seekers into technical jobs that offer competitive wages in a growing industry at the forefront of sustaining the health and well-being of people around the world. To date, a total of 76 students have registered for the assessment; however, only 61 completed the assessments and of these, 50 students earned a passing score and received the digital BioTC. A total of 46 students are now full-time, permanently employed in training related occupations.

To help meet the demand for hundreds of trained workers in the Antelope Valley, a partnership was developed among Northrop Grumman, the City of Palmdale, the Los Angeles County WDB, and Goodwill Southern California, which operates the Santa Clarita AJCC. This customized manufacturing training program uses a curriculum developed by Northrop Grumman. Students participate in 16 weeks of intensive training, which culminates in a guaranteed round of job interviews from which Northrop Grumman has first pick of graduates. Employees fabricate and assemble large aircraft. To date, there are nearly 2000 trainees and more than 1700 hires at an average wage of \$22.49. That includes 52 hires in 2022 at \$26 per hour. Northrop has agreed to work with the County to develop Registered Apprenticeship Programs in Non-Destructive Testing Technicians and Aircraft Assembly technicians.

Pre-Apprenticeship Project in Early Childhood Education (ECE): While Education is not one of the VWDB's industries of focus, participant need drives this project. Participants that are in training and looking for work continue to find quality childcare as one of the greatest barriers to employment and the VWDB is committed to addressing this challenge. The VWDB partnered with three employers: Pacific Health Clinics, Families Forward and Bright Minds, and developed a pre-apprenticeship approved by the Division of Apprenticeship Standards (DAS). Targeting ELL and low income parents in the Head Start system, the pre-apprenticeship will

generate new teacher aides for their Head Start and childcare programs. Los Angeles Mission College will provide the virtual technical training where the students will earn six units. Students will begin their paid work-based learning while attending classes and graduates will be hired by the three employers. The VWDB will continue to expand its employer base for this project to continue its pre-apprenticeship expansion. The first cohort began on February 6, 2023, and will complete on June 2, 2023.

In addition to the apprenticeships described above, the region's WDBs are collaborating on a number of other fronts to promote apprenticeships. For example, the LABRPU developed a detailed process to facilitate co-enrollments into the SBWIB's construction apprenticeship program. The LA City WDB is working with the Mayor's Office and the LAUSD to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional sectors and is working to implement policy recommendations included in the City's Apprenticeship Strategic Plan. Further descriptions of sector initiatives that are aimed at specific target populations are described in Section D of the regional plan.

D. Enabling Upward Mobility for All Californians

- *How the RPU defines job quality and prioritizes work with employers who provide quality jobs.*
- *How the RPU works together to develop targeted services strategies for the region's unserved and underserved communities.*
- *How the RPU defines equity and how it ensures equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.*

Through the vigorous and ongoing use of labor market data, the LABRPU identifies growing and in-demand occupations and career pathways which lead to economic security for job seekers and incumbent workers. The RPU supports employers who provide quality jobs primarily through its sector initiatives, which target occupations where it is possible to earn family-sustaining wages and comprehensive benefits, as illustrated by the many examples in the previous section.

The LABRPU and its partners have identified a number of shared target populations and have developed specialized service strategies to assist those individuals in progressing toward economic security. One of the primary pillars of the LABRPU's previous regional plan was to ensure inclusiveness and accessibility, enabling all individuals to train for and obtain quality jobs. This includes historically unserved and underserved populations. The LABRPU used its Slingshot 3.0 funds to provide additional "employment supports" or supportive services to participants belonging to underserved populations while engaged in "rapid re-employment" activities including direct placement, paid work experience, on-the-job training, and earn and learn apprenticeships.

As an example of working together to serve a shared target population, the LABRPU is a national leader in serving individuals with disabilities and is helping employers tap into this valuable talent pool while connecting job seekers with disabilities to the training and support they need to enter rewarding careers. One of LABRPU's top priorities for the region is to ensure access to training programs and career pathways for people with disabilities, which is being accomplished by working with partners and employers to eliminate barriers, create inclusive processes and services, and build the knowledge and resources to support individuals with disabilities. Partners validated this priority at stakeholder input sessions.

The LABRPU implemented an integrated strategic co-enrollment system throughout the region to serve individuals with intellectual or developmental disabilities (ID/DD). The strategic co-enrollment strategy is based on the successful system designed and used in the Verdugo Computer Numerical Control (CNC) Academy at Glendale Community College. The Academy was founded at Glendale Community College in 2015, in partnership with the VWDB, the Verdugo Jobs Center, State of California Department of Rehabilitation (DOR), the Lanterman Regional Center, GCC and other workforce and community organizations. Local manufacturing employers helped to design the Academy to train adults with ID/DD, targeting individuals with Autism Spectrum Disorders (ASD), as Computer Numerical Control (CNC) Machinists. The partners developed a strategic co-enrollment system to facilitate access and ensure participants receive all the services they need to successfully complete the career pathway program and attain full-time permanent competitive integrated employment. Using this system, the partnership has achieved an 88% entered employment rate for this underserved population, and the program has become a best-practice model for similar training initiatives state-wide. The Verdugo strategic co-enrollment system was used as a model for the LABRPU to develop a similar system that facilitates co-enrollment across the WDBs, in alignment with WSD 19-09.

The LABRPU strategic co-enrollment system promotes a common intake system where a co-enrolling AJCC operating under a different WDB can access the application and backup eligibility documents from CalJOBS. Using existing information, the AJCC can open a new WIOA application in the system to co-enroll a participant without requiring a participant to complete another application or eligibility packet. The initial case manager and co-enrolling case manager coordinate services and agree on which services will be provided by each, allowing the leveraging of resources while facilitating access to career pathways available throughout the LABRPU. The case managers will co-case manage with only one taking the role of primary case manager so that the participant is only communicating with one case manager and ensuring a seamless delivery of service.

The strategic co-enrollment system is in place and all seven WDBs have participated by co-enrolling with another WDB. The focus of co-enrollment was the CUPP available through SBWIB; however, other programs were also used for co-enrollment. Co-enrollments in the pilot allowed one AJCC to provide training services and job placement assistance to a participant while another provided Individualized Career Services and supportive services. Based on this

pilot, the co-enrollment system will be fully implemented to facilitate the co-enrollment of participants in any career pathway or apprenticeship in the LABRPU. This co-enrollment will maximize the opportunities available for participants to gain the technical skills they need to earn competitive wage and achieve economic equity.

Since the pandemic, co-enrollment has been modified to adjust for virtual services. For the Verdugo Workforce Development Board, a pre-application policy was implemented to provide immediate and emergency services to participants. Electronic applications from the CalJOBS system as well as the electronic upload of backup documents facilitated services; however, to maintain confidentiality, these e-documents are sometimes shared with partners in hard copy and hand delivered if secure e-systems are not available.

Based on the feedback from partners and stakeholders who participated in the community forums and meetings for the Local Plan Modification in 2019, the same strategic co-enrollment system was adopted to serve other special populations and assist in ensuring access to all services needed as well as program retention. A version of this system was adopted for ELL customers and for individuals who are homeless.

To enhance service access across the LABRPU and to further co-enrollment efforts, LA County WDB is exploring piloting a stand-alone Virtual AJCC that currently does not exist as a fully realized full-service AJCC, as part of our comprehensive AJCC network/workforce development system. The County envisions this investment as a crucial step to ensuring access to our workforce development services are expanded, maximized, and made more equitable. Currently, AJCCs have ad-hoc virtual services available to LA County residents that were made available as a result of the pandemic but in recognition of the need to ensure expanded and equitable access to services beyond the pandemic and subsequent recovery, and as we move towards supporting our residents long-term, the goal of the Virtual AJCC is to provide users the information and services found at brick-and-mortar AJCCs across LA County, no matter the time or where they are located, making it convenient for users and expands the reach of our workforce development system. LA County WDB will move to expand this to the entirety of the LABPRU through intentional regional inputs. Work closely across the RPU to ensure equitable access and leveraging of the Virtual AJCC as a shared resource for our system, recognizing the virtual successes already achieved like the partnership between SELACO and Career Hub to develop virtual follow-up processes and services.

To further align VWDB local strategies to those in the Regional Plan, as well as to support regional career pathways, the VWDB is the project lead to coordinate the Communication Strategy on behalf of the LABRPU. Responsibilities include, but not limited to, identifying the appropriate marketing tools to ensure the region's promotion of regional workforce development activities to all stakeholders. Currently the VWDB is managing the regional website: <https://www.labwn.com> which serves as the communication means for AJCC staff to access information on current career pathways and continue co-enrollment to maximize opportunities for their participants.

The LA Basin is also home to many system impacted individuals. Connecting these individuals to sustainable, well-paying career pathways is critical to reintegrating them with their communities and preventing recidivism. The LABRPU's Prison to Employment (P2E) initiative is focused on helping people impacted by the justice system overcome the complex barriers they face, and enter a path to a rewarding career, self-sufficiency, and a better life. The P2E program is an innovative collaboration between the Workforce Development Boards, County Probation, California Division of Corrections and Rehabilitation (CDCR) systems, community-based organizations that serve this population, adult schools and community colleges, and America's Job Centers of California (AJCCs) across the region.

Through alignment of resources and expertise, the LABRPU is taking a holistic approach to supporting program participants, with access to education, training, and apprenticeships as well as housing, transportation, childcare, mental health services, substance use disorder treatment, and individualized case management. LABRPU established partnerships with justice serving organizations to assist in the recruitment, enrollment and supports for the reentry population. This included creating an electronic referral system that allows LA County Probation to make and track direct referrals to the AJCC system. The RPU is also participating in a direct referral system utilized by the CDCR Department of Adult Parole.

The RPU has also put in place several supports at designated AJCC re-entry hubs that will help ensure access and success for this targeted population. Some of these supports beyond regular career services include intensive case management services, connection to community support services, staff trained to work with the population, and the inclusion of other previously incarcerated individuals to support as peer navigators. The Los Angeles County WDB launched the Fair Chance Hiring initiative to remove barriers for highly qualified job applicants who have a past criminal conviction and to encourage employers to consider this worthy talent source. The City of Los Angeles also supports this effort as well as the LAEDC.

The RPU has targeted four priority sectors that have historically supported the hiring of formerly incarcerated individuals: Construction, Manufacturing, Transportation/Logistics and Hospitality. Each of these sectors provide opportunity for this population within the high demand and living wage goals of the region.

The LABRPU is also working with education partners to address educational disparities. As detailed in Section A, the Latinx population is overrepresented amongst those who have not obtained a high school diploma. In the LA Basin, one in six young people ages 18 to 24 are out of work and out of school. The LABRPU and its partners are working to reconnect youth to their schools, communities, employers, and a brighter future. One of the most ambitious, comprehensive, and far-reaching models in the country, the Los Angeles Performance Partnership Pilot (LAP3) program is focused on reengaging disconnected youth to educational and work-readiness services.

In an innovative partnership with the Los Angeles Unified School District (LAUSD), the County

of Los Angeles, community colleges and California State Universities across the region, the Los Angeles Chamber of Commerce, the Los Angeles Housing Agency, and over 50 organizations, the LAP3 program connects youth to a full range of educational, training, work experience, job placement, and support services that help them overcome barriers as they enter adulthood. Recognized by the U.S. Department of Education and National League of Cities as a model of best practice, the LAP3 collaboration shares vital resources across regional service providers, improving efficiencies and decreasing competition. The program additionally reduces the number of hoops youth participants must jump through to access services.

The seven WDB's of the LABRPU also entered into a non-financial Memorandum of Understanding (MOU) as part of the region's commitment to improve outcomes for opportunity youth including foster, justice involved, homeless and TANF youth. The MOU helps the region leverage their impact and prioritizes 30% of the region's collective WIOA youth dollars to serve these most vulnerable populations. The LABRPU's shared aspirational vision is that:

- By the age of 16, opportunity youth shall have completed 100 hours of work experience;
- By the age of 18, opportunity youth shall have completed 300 hours of work experience;
- By the age of 21, opportunity youth shall have graduated from high school, have permanent housing, and be connected to postsecondary education and/or have unsubsidized employment earning a living wage.

The LABRPU is also coordinating across the region on the Transitional Subsidized Employment (TSE) Program. With SBWIB as the administrative lead, this sole source agreement with the Los Angeles County Department of Public Social Services (DPSS) is the largest program of its kind in the nation. The TSE program is among several countywide programs that target individuals on public assistance (TANF), as well as General Relief Opportunities for Work (GROW), foster youth, probationary youth, transitional aged youth, and aide's homeless individuals through special initiatives throughout the LA Basin. More than 900 employer and LA County Department worksites located throughout the region have agreed to use their businesses as a platform for providing hands-on paid work experience (PWE) and On-The-Job Training (OJT) opportunities for these individuals. Participating industry sectors range in variety and include: retail, transportation, hospitality, manufacturing, healthcare, and construction.

With regards to serving homeless individuals, the region's WDBs are partners to the LA:RISE initiative. Funded initially in 2014 with a \$6 million, five-year Workforce Innovation Fund grant from the U.S. Department of Labor, the LA:RISE brought together private, social enterprise organizations and public workforce development system partners along with personal support providers and employer partners to support individuals experiencing homelessness, individuals with a history of incarceration, and opportunity youth. Under the LA:RISE, participants receive a steady paycheck while in transitional employment at a social enterprise along with the counseling, barrier removal support, and training needed to succeed in the workplace from a City AJCC/WorkSource or YouthSource Center partner. The participants progress from transitional, subsidized employment to unsubsidized, competitive employment in the open labor market. Job retention and personal support provider partners

provide intensive employment retention services for twelve months after LA:RISE participants have been placed in unsubsidized employment to assist participants who may need additional coaching and mentoring to maintain or advance in employment.

The LA:RISE consists of twelve social enterprises/ transitional employment providers, five City AJCC workforce partners, and two specialized job retention providers. As a result of the program's success placing individuals into subsidized transitional jobs, LA:RISE is now locally funded by a City General Fund allocation, LA County Measure H, and other workforce funding, averaging \$6 million per year. In 2021, LA:RISE was awarded the prestigious LA County Top Ten Productivity and Quality Award for the successful operation and outstanding impact to our local communities.

The Regional HOME program is being conducted by five of the seven WDBs in the County: Foothill, Pacific Gateway, SELACO, South Bay and Verdugo. Regional HOME combines transitional subsidized employment paired with employment services provided by the AJCCs to assist participants experiencing homelessness obtain unsubsidized employment. The WDBs provide wrap-around services and soft skills training to participants.

The LABRPU's RPI 4.0 project focused on activities to strengthen the system's focus on income mobility, equity, and inclusion. Within the region, some cities and/or WDB's have established equity, diversity, and inclusion plans and programs. The LABRPU is developing benchmarks and a method to track professional development for staff and partners to enhance their skills and abilities in meeting the needs of target populations. Upon completion of a designated curriculum of trainings, workshops, and events, those who meet the necessary activity requirements will receive a certificate of completion for the LABRPU's Equity, Diversity, and Inclusion Initiative. This certification will enable certificated staff to take what they have learned and implement their own workforce development-based Equity Diversity and Inclusion Initiative (EDI) as a workforce development board-certified EDI advocate.

In addition, the LABRPU will work together to develop a collaborative and current strategy to address the pressing issues of inequality, lack of diversity, and lack of opportunity. This includes facilitating community conversations and engagement, and training in race, equity, and high road jobs to promote improved service delivery, income mobility for individuals with barriers to employment, and growth in the regional economy.

The above initiatives targeting individuals with disabilities, justice involved individuals, opportunity youth, homeless individuals and those receiving public assistance illustrate the deep commitment of the LABRPU to serving those most in need of workforce services. These initiatives reflect the RPU's focus on ensuring that historically unserved and underserved communities have equal access to regional sector pathways, earn and learn opportunities, and supportive services.

E. Aligning, Coordinating, and Integrating Programs and Services

- *Any regional service strategies, including use of cooperative service delivery agreements or MOU.*
- *Any regional administrative cost arrangements, including the pooling of funds for regional administrative costs.*

Regional service strategies have been described throughout this plan and include: the robust and iterative use of labor market data; targeting resources at priority sectors; working closely with employers to understand their workforce needs and how to best address them; strong collaboration with partner organizations; and specialized efforts to reach underserved populations.

The approval of this Plan by the seven WDBs represents agreement among them on regional collaboration within the RPU. No separate Memorandum of Understanding (MOU) or Cooperative Service Agreement has been developed solely for this purpose. However, in addition to the MOU's already detailed in this plan, there are additional agreements among the boards on services to specific target groups and concerning unique initiatives. These include:

- An Intermediary Agreement among all seven WDBs establishing the County of Los Angeles Youth at Work Program as a countywide effort for the provision of paid work readiness training, and work experience for youth while providing dollars from federal, State and County General Funds to augment WIOA efforts. Each year about 10,000 youth are served by the LABRPU.
- A MOU among the local boards and the State Employment Development Department establishing the Veterans' Employment and Training Services (VETS) Committee, which, again, seeks to share information and best practices, and to marshal resources to ensure quality services to veterans.
- A Letter of Agreement pertaining to an action plan for the SlingShot initiative signed by local WDBs and the Ventura County WDB, creates a model for developing regional sector pathway programs.

As described throughout the Plan, in order to promote efficiency and improve the delivery of services, the local WDBs have a long history of sharing resources and working in collaboration on numerous projects. Examples of such collaborative efforts for which agreements are in place include:

- The Los Angeles County WDB has entered into agreements with each of the other WDBs under which TANF, Juvenile Justice Crime Prevention Act, and General County funds are distributed for the operation of the year-round Youth@Work employment program;

- The Los Angeles County WDB works directly with the County Department of Public Social Services to administer components of the CalFresh Employment & Training program in partnership with REDF who provides technical assistance to local Social Enterprises as a means to leverage the programs' 50% reimbursement model. The Los Angeles County WDB is planning to expand CalFresh E&T services and offerings through extended partnerships and in collaboration with the County Department of Public Social Services GROW Redesign efforts.
- The Los Angeles County WDB has entered into agreements with the other WDBs under which funds are provided to serve targeted populations including individuals experiencing homelessness (Measure H) and justice-involved populations through the INVEST program (SB678);
- On behalf of the County Department of Public Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with some WDBs and AJCC service providers across the region for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with each other to support two (2) shared AJCC sites; or for the delivery of specific workforce development programs;
- WDBs within the region have an agreement with the South Bay WIB for the I-TRAIN system, through which the eligibility of training providers and programs is vetted, and, once placed on the Eligible Training Provider List, monitored for on-going compliance and performance.
- Helping shape the content and approach to rapid response service delivery are the Standards of Practice developed by the Southern California Rapid Response Regional Roundtable, which includes practitioners representing the following WDBs and providers: Anaheim, Foothill, Imperial County, Los Angeles City, Los Angeles County, Northern California Indian Development Council, Orange County, Pacific Gateway, Riverside County, San Bernardino County, San Diego County, Santa Ana, SELACO WDB, South Bay, Ventura County, and Verdugo. U.S. DOL and EDD representatives have also contributed to the structure and processes represented by the Standards of Practice. The Standards of Practice serve to clarify and allow for the implementation of agreed upon guidelines to strengthen communication, promote a consistent level of performance, increase collaboration among Southern California Roundtable members, and standardize, streamline, and coordinate rapid response activities in each local service area.

Attachment 1

Stakeholder and Community Engagement Summary

The development of comprehensive plans entails building broad and inclusive partnerships with regional and local entities in a variety of sectors. This includes engaging with employers, labor organizations, and community-based organizations as well as WIOA core, required, and strategic program partners. These partnerships will ensure the inclusion of person-centered approaches to addressing multifaceted barriers to employment by utilizing input from the communities themselves.

Stakeholders participating in the planning processes should include but are not limited to, employers, labor organizations, education partners, human services and housing partners as well as community-based organizations that provide services to target populations such as: justice-involved, English language learners, refugees, immigrants, youth, older adults, veterans, people with disabilities, and any other entities supporting historically unserved or underserved communities.

Using the template below, Regional Planning Units and Local Workforce Development Boards should provide a detailed description of how meaningful stakeholder involvement and community engagement was achieved when developing the Regional and Local Plans. This summary should be included as an attachment to both the Regional and Local Plans.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email invitation to all partners. Meetings held on Zoom 1/10/2023 and 1/18/2023	All Partners and Stakeholders across region	Attached	Attached

Attachment 1(a)

LABRPU Stakeholder input session for regional plan
Jan 10, 2023

Attendees:

1. Roksana Bahram, UCLA Extension
2. Désirée Guzzetta, City of Los Angeles Economic and Workforce Development Department
3. Hedy Diaz - Premiere Career College
4. Betty Sedor, El Camino College
5. Michell Cao, City of LA Economic and Workforce Dept
6. Yolanda Castro, Southeast Los Angeles County Workforce Development Board (SELACO WDB)
7. Jorge Marquez, Commissioner with the LA County WDB and SVP for RobertHalf (NYSE: RHI)
8. Jarrod DeGonia - Los Angeles County Workforce Development Board
9. Anthony Raygoza EDD Manger SELACO AJCC
10. Dr. Enrique Medina LA WDB Commissioner/ Pomona Chamber of Commerce Past-President
11. Tammy Ferranti-Lansdown - SELACO Workforce Development Board, Cerritos
12. Meredith Alvarez - Southeast Los Angeles County Workforce Development Board (SELACO WDB).
13. Stacey Girdner, One Stop Operator, SELACO WDB
14. Brandy Pacheco - California Truck Driving Academy (CTDA)
15. Elvis Carias - Burbank adult school
16. Justin Wallace - Director of Business Partnerships, College of the Canyons
17. Tim Ryder, board member SELACO WDB, Microsoft
18. Yvonne Rodriguez, Paramount Adult School
19. Linda Hu/ Erica Esteban, American Dental Academy
20. Denise Moran, Pomona Valley America's Job Center
21. Teresa Jimenez, Premiere Career College

There has been a decline in student registrations at community colleges. Students trying to determine if it's worth it to attend higher ed. More and more employers are not requiring degrees, just want employees with good work ethic that they can train. Colleges need to figure out what their value proposition is to share with potential students. Last semester they were about 60% online, 40% in person; this semester about 50%/50%. Students have gotten used to having online classes, and so they are offering more and more of that. Campus used to be busy with people and now sometimes feel deserted.

People no longer complete their degrees before going to work – higher ed needs to figure out how to accommodate that, offer more short-term trainings. Especially middle-aged adult learners can now access more education with virtual classes – don't have to worry about commute time, parking, childcare, etc.

Chamber of Commerce – seeing high demand for entry level positions. Also fewer jobs in IT sector (over the last 6 months).

Remote work has changed the way that companies hire. Has opened up more opportunities for people across the LA Basin – previously employers didn't want to hire people who lived too far away. Also has required workers to have new skills, be able to work effectively from home.

Did it open up opportunities for historically under-served communities? DEI has become more important for employers, both public and private. Apprenticeships help people without degrees access careers and create a more diverse workforce. More companies are moving toward skills-based hiring instead of credential-based hiring.

Infrastructure is not all in place to meet the demand for people to work remotely. Not sufficient broadband or having the technology at home. Is causing them to change the types of supportive services being offered.

Seeing more employers taking advantage of programs and resources. Since pandemic added so much funding out there to support employers, they became more aware of tax benefits, etc.

Seeing employees move farther away. The concept of community is blurring, as people seek lower cost housing elsewhere. He works with manufacturing. Historically manufacturing has seen less volatility, they are still looking for workers and see a skills gap around critical thinking skills and analysis around improving processes.

Community colleges could do more to get people out the door who are immediately employable.

They have seen increasing number of enrollments in their ESL courses.

Short term vocational training is more in demand than ever, for example medical assistant. Employers calling them looking for people to hire. Seeing more DACA students.

Attachment 1(b)

LABRPU Stakeholder input session for regional plan
Jan 18, 2023

31 attendees include SELACO, LA County, Verdugo WDBs; EDD; DOR; labor; education; other partners.

Attendees:

1. Sherryl Carter, Cerritos College
2. Sean Glynn, Hospitality Training Academy
3. Sam Askari, NIU College
4. Kim McNutt, CSU-DH
5. Stacey Girdner, SELACO WDB
6. Greta Setian, LA County WDB
7. Margie Moriarity, Whitter Union Adult School
8. Justina Munoz, SBWIB
9. Tammy Ferranti-Lansdown, SELACO WDB
10. Inez Bush, Otis College
11. Amber Chatman, UNITE-LA
12. Andy Lugo, Department of Rehabilitation
13. Connie Chan, EDD
14. Ani Khachikyan, Verdugo Jobs Center
15. Marisol Castillo, Caledonian Inc.
16. Shelby McIntyre, Glendale Community College
17. Edgar Castillo, UNITE-LA
18. Ben Espitia, Goodwill
19. Cendy Tiscareno, El Rancho Adult School
20. Anna Aylozyan, Department of Rehabilitation
21. Michael Graff-Weisner, Chrysalis
22. Ana Segura, ABC Adult School
23. Jarrod DeGonia, LA County WDB
24. Judith Velasco, Verdugo WDB
25. JoAnn Garner, Paramount Unified School District
26. Maritza Dubie-Urbe, LA County WDB
27. Madeleine Brand, Hospitality Training Academy
28. Meredith Alvarez, SELACO WDB
29. Mindy Chung, Norwalk-La Mirada Adult School
30. Sharis Davoodi, Glendale Community College
31. Michael Trogan, SBWIB

Partner input:

Adult ed – students are asking for online and evening classes.

“I am seeing more students who want to work on their own, from home, making their "side hustle" their primary job.”

Community college – enrollments are way down, particularly with HS graduates. Offering more modalities than ever - timing of classes, other supports. Glendale College trying to do more targeted marketing campaigns. Being proactive about stop-out students, students who registered but didn't enroll. Doing postcards, text outreach, etc. to see what supports they can offer.

Dominguez Hills College also doing more to re-engage students who stopped out. People also looking for more short term, industry specific credentials that help them to get a job.

What are people are doing to serve ELL?

“Older workers with less digital skills seem to be much more impacted.”

“The Hospitality Industry is still hiring and will be gearing up for upcoming major events in upcoming years such as world cup and Olympics with new hotels being built and developed. Many of the jobs are good union jobs. Client interest in training for these positions has been down since the pandemic and those who are interested require additional services. One response to COVID that should be kept includes any relaxing of requirements for verification documentation for reporting or eligibility as these can be barriers for the low-income people we serve.”

“Now that everything has gone online/remote, we have a lot of students that have struggled with computer skills (we service injured workers).”

Students choosing to enroll in shorter term course than longer term ones. People taking morning classes short term until they have enough skills for the job, then switch to evening classes while they are working.

“Seems more customers want to work from home. Childcare costs are a reason for the request. However, many do not have a computer or the skills.”

“Access to and comfort with technology for older workers and, especially those who are English Language Learners. In addition, issues regarding keeping one's personal information safe and secure when sharing for being asked to submit personal information digitally.”

“Some customers only have smart phones and "phone literacy" is becoming an educational need.”

Ideas on economic mobility? Data still shows that education increases people's income.

Adult school partner shared that it is hard to get women into the trades, or to find them an equivalent type of profession that doesn't require a 4 year degree.

Other chat comments:

Glendale Community College CTE Programs Outcomes Survey that shows significant wage increases after credential/degree attainment:

<https://cteos.santarosa.edu/sites/cteos.santarosa.edu/files/collegereports2022/Glendale%20Community%20College%20CTEOS%202022.pdf>

Low skilled Job Seekers are opting out of the minimum wage job options because it's not a living wage or they cannot get enough hours. Good candidates for training.

We offer a portfolio of 50 education and training programs for upskilling/reskilling.

www.csudh/ccpe

Transition age youth are continuing to have to make tough choices between education programs to enhance skills and workforce profile and meeting their basic needs. Increase of cost across all aspects of life are causing TAY to stop out of the process in general. Mental health challenges between the trauma of covid and feeling left behind in the economy has many youth disconnected. Engagement of this population is grossly impacted.

Mental health is a hot topic during these semi-post pandemic times.

To remain job resilient, workers must engage with lifelong learning over their entire working career.

Increased funding for low skilled workers to enroll in training programs to increase their income and their knowledge, skills and abilities.

Moving individuals from entry level employment to jobs that lead to economic self-sufficiency is a long term endeavor that often times takes a number of years to attain especially if we are assisting single parents with one or two children.

Additional recommendations from GCC:

- To be expanded: Sharing of marketing resources with key workforce stakeholders
- Further develop: Share efficient and accessible ways that impacted workers can navigate higher education and relevant training provider websites/facilities.
- Recommendation for all stakeholders: align common language (e.g., credential definition) to standardize communication materials with populations served.
- Advocacy for industry to assess and modify (if appropriate) minimum education requirements for certain positions based on shorter credential programs that community colleges provide.

What can system do to foster resiliency? Is system doing a good job working together?

Can be a challenge for line staff to remember all the resources that are out there and available to customers – challenging enough to remember what their own organization does.

Need to make sure we are preparing people with the necessary life skills and work readiness skills.

Some employers (including government) have too many requirements for entry level jobs. Made the requirements more stringent when there were a lot of workers and haven't rolled it back now that the labor market is tight.

Universal basic income – county is doing a small pilot project testing it.

Housing is a big issue. Resources out there but may be very siloed, don't reach everyone. Housing is a national crisis.

“To build on the Living Wage definition systemically we tend to focus on the \$22 rate/hr. which is for a single person; however, for a single parent with at least one child the rate is \$44/hr. in

L.A. County. We need to structure our programs to reflect this reality.”

“Excellent point. AB 2881 shows great progress for parents (on the academic side at least): <https://thepregnantscholar.org/california-ab-2881-new-rights-for-parenting-students-in-ca/>”

“Thank you for raising PAI! LA County has launched a pilot in support of this initiative see here for more details: <https://ceo.lacounty.gov/pai/>”

“I am in agreement, especially as you increase the size of the family, income must be raised.”

People questioning the value of a college degree. Need to do a better job communicating what that value proposition is.

“Creative jobs can lead to a great career and we offer certificates, some as short as one year (Game Design).

Otis College puts out an Annual Report on the Creative Economy focusing on the ways in which California's creative industries form an essential part of its overall economy. The new report is launching on February 10th. <https://www.eventbrite.com/e/launch-event-for-the-2023-otis-college-report-on-the-creative-economy-tickets-515356373787>

Former reports are available on <https://www.otis.edu/creative-economy.>”

Because LA County is so huge, need to continue to work on working together effectively. For example, need to work together to contribute to the CERF effort. Opportunity to better mobilize ourselves as a region. LA EDC is taking the lead on it, but still need more representation for this vast effort. <https://laedc.org/cerf/>

“Additional relevant goals discussed recently at GCC:

- Develop opportunities to foster more intentional industry/education partnerships for internships, apprenticeships, and work-based learning
- Foster improved communication opportunities between relevant stakeholders in the local workforce ecosystem (data/researchers, industry, education, community workforce providers, etc.)”

United LA also has a K-16 efforts underway:

<https://www.unitela.com/unitela-celebrates-regional-18-million-collaboration-grant-to-increase-education-equity>



March 29, 2023

Jan Vogel
Regional Lead, Los Angeles Basin Regional Planning Unit
South Bay Workforce Investment Board
11539 Hawthorne Blvd.,
Hawthorne, CA 90250

Re: Public Comment - LABRPU Regional Plan Modification

As co-conveners of the [L.A. Opportunity Youth Collaborative Foster Youth at Work campaign](#), UNITE-LA would like to applaud the Los Angeles Basin Regional Planning Unit (LARPU) for your leadership and steady commitment to work experiences for young adults, especially for system-involved youth over the past decade. We also commend the LARPU's reaffirmation of the responsibility of the 2019 operational agreement to commit to a regional and collaborative effort to establish and strengthen a seamless service delivery system that will maximize the leverage of resources and increase coordination and integration of services for foster and system-involved youth across Los Angeles County. It's imperative that the LARPU continues to maximize our resources and increase coordination and integration of services for foster and system-involved youth across all seven Workforce Development Boards (WDBs). We strongly encourage all WDBs to work together, alongside community partners and youth, to clearly articulate a vision and measurable goals for youth workforce development services.

Short-term work experience programs like Youth@Work play a significant role in connecting underserved youth to foundational early career exploration opportunities. One of the highlights of the operational agreement is to establish a systematized, accountable, continuum of workforce and education services, that is youth and family-centered; that integrates diversion and/or preventative measures for youth and families at-risk of involvement in the foster or juvenile justice systems. The LARPU should work together to establish local goals and metrics for the success of these programs to better understand the true impact on youth participants and to inform continuous improvement strategies. Locally established metrics also shouldn't be driven by compliance to federally-imposed requirements under WIOA - requirements that push many AJCCs to screen out youth with the highest barriers to employment, as they worry about meeting success measures that many youths won't be able to achieve within WIOA timelines.

Additionally, another relevant callout from the operational agreement is to promote workforce services utilizing common branding and a shared communication strategy to raise awareness of available services among youth, DCFS, LACOE, Probation personnel, businesses and employers, community-based organizations, faith-based organizations, and other key stakeholders.

Moreover, we would also recommend that all seven WDBs commit to creating a youth engagement committee. Currently, there are no specific strategies on how to engage youth during the planning process, nor are there any strategies that reflect what youth would like to see in workforce programming. This youth engagement committee would be dedicated to developing a structure to help inform youth workforce program design, customized to the needs of all our partners and participants.



Likewise, we would also like to see the LARPU form an employer engagement committee, where each WDB commits to a seven-WDB strategy on a regional approach to employer engagement. Similarly, there is no coordinated effort to engage with the business community and the needs of businesses are not being met. This employer engagement committee would work closely with businesses to construct a youth workforce program that reflects the growing needs of talent development in the LA region.

Lastly, we commend the LARPU for calling out the Los Angeles Performance Partnership Pilot (LAP3) in their regional plan. The LAP3 is undergoing a new strategic planning process with the most current data on the region's Opportunity Youth population. The new plan will highlight current efforts to construct a better system of care for our disconnected youth and will provide recommendations for consideration to our elected officials and future workforce development board's regional plans. We look forward to continuing to partner with the LARPU to build the capacity of L.A. County's workforce system to effectively engage our region's most vulnerable young people—including foster, homeless, and justice-involved youth—to support their paths to successful careers and economic security. Thank you for your consideration of these recommendations. The L.A. Opportunity Youth Collaborative is more than welcome to share more about our work at a LARPU meeting and provide a deeper overview of our historic partnership.

Sincerely,

A handwritten signature in black ink that reads 'A Bell'.

Alysia Bell
President
UNITE-LA



March 29, 2023

Gregory Irish
Executive Director
The City of Los Angeles Workforce Development Board
1200 West 7th Street, 6th Floor
Los Angeles, California 90017

Re: Public Comment - City of Los Angeles Workforce Development Board Regional Plan Modification

As co-conveners of the [L.A. Opportunity Youth Collaborative Foster Youth at Work campaign](#), the Alliance for Children’s Rights and UNITE-LA would like to applaud the City of Los Angeles Workforce Development Board for your leadership and steady commitment to work experiences for young adults, especially for system-involved youth over the past decade. It’s imperative that the City of Los Angeles Workforce Development Board continues to reaffirm the responsibility of the 2019 operational agreement signed between all Workforce Development Boards in Los Angeles, WDACS, DCFS, Los Angeles County Office of Education (LACOE), and Probation to commit to a regional and collaborative effort to establish and strengthen a seamless service delivery system that will maximize the leverage of resources and increase coordination and integration of services for foster and system-involved youth across two counties.

We strongly encourage the City of Los Angeles Workforce Development Board to work together, alongside community partners and youth, to clearly articulate a vision and measurable goals for our youth workforce development services. Short-term work experience programs like Youth@Work/HIRELA play a significant role in connecting underserved youth to foundational early career exploration opportunities. The City of Los Angeles Workforce Development Board should also work together with the County of Los Angeles Workforce Development Board to establish local goals and metrics for the success of these programs to better understand the true impact on youth participants and to inform continuous improvement strategies. Locally established metrics also shouldn’t be driven by compliance to federally-imposed requirements under WIOA - requirements that push many AJCCs to screen out youth with the highest barriers to employment, as they worry about meeting success measures that many youths won’t be able to achieve within WIOA timelines.

Moreover, we would also recommend that all seven WDBs commit to creating a youth engagement committee. Currently, there are no specific strategies on how to engage youth during the planning process, nor are there any strategies that reflect what youth would like to see in workforce programming. This youth engagement committee would be dedicated to developing a structure to help inform youth workforce program design, customized to the needs of all our partners and participants.

Likewise, we would also like to see the City of Los Angeles Workforce Development Board work together with the LARPU to form an employer engagement committee, where each WDB commits to a seven-WDB strategy on a regional approach to employer engagement. Similarly, there is no coordinated effort to engage with the business community and the needs of businesses are not being met. This employer engagement committee would work closely with businesses to construct a youth workforce program that reflects the growing needs of talent development in the LA region.



Lastly, we commend the City of Los Angeles Workforce Development Board for calling out the Los Angeles Performance Partnership Pilot (LAP3) in their regional plan. The LAP3 is undergoing a new strategic planning process with the most current data on the region’s Opportunity Youth population. The new plan will highlight current efforts to construct a better system of care for our disconnected youth and will provide recommendations for consideration to our elected officials and future workforce development board’s regional plans.

We look forward to continuing to partner with the City of Los Angeles Workforce Development Board to build the capacity of L.A.’s workforce system to effectively engage young people from our region’s most vulnerable communities –including foster, homeless, and justice-involved youth—to support their paths to successful careers and economic security. Thank you for your consideration of these recommendations and we look forward to scheduling a time to meet soon to provide an overview of our historic partnership through the L.A. Opportunity Youth Collaborative.

Sincerely,

A handwritten signature in black ink that reads 'A Bell'.

Alysia Bell
President
UNITE-LA