

# Southeast Los Angeles County Workforce Development Board

## 2023 Biennial Modification to Local Plan Program Years 2021 – 2024



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<b>I. INTRODUCTION AND OVERVIEW</b>
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In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Southeast Los Angeles County Workforce Development Board (SELACO WDB) has developed a four-year Local Plan covering program years 2021-24. Upon approval by state officials representing the Governor, the Plan became effective from July 1, 2021 through June 30, 2025. In furtherance of the requirements of WIOA and in response to subsequent guidance published by EDD and the CWDB, SELACO WDB has developed this 2023 Biennial Modification to the PY 21-24 Local Plan. Following approval, this Local Plan Modification will become effective on July 1, 2023 and remain in effect through the end of the current four-year planning period.

SELACO WDB oversees a local workforce area comprised of eight cities: Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk, and Paramount. Pursuant to applicable provisions of the California Government Code, the consortium of cities is legally organized as a Joint Powers Authority (JPA) for the purpose of providing workforce development and related human service programs.

***The Local Board's Vision for the PY 21-24 Local Plan***

During the planning process used to develop the PY 2021-24 Four-Year Local Plan, Workforce Development Board members were engaged in discussions regarding the direction of the local workforce system over the next four years. The Board's priorities for the four-year period covered by the Plan are described below, along with "progress summaries" prepared as part of the update to the Local Plan.

Leverage the Lessons of the Pandemic: The sudden and severe impact of the pandemic on the economy, the labor market, and the workforce were of an intensity previously experienced by few. Attempting to manage and deliver workforce development services in the midst of numerous constraints revealed much about the SELACO WDB's capacity, including its strengths and areas for improvement. In many ways, the agency rallied to quickly and effectively adjust to and develop alternative strategies for serving its customers. In other ways, the organization took time to evaluate changes needed so staff could adapt to changing demands. As the pandemic subsided and the economy began to recover, the road to "normal" has been filled with many challenges. SELACO WDB is committed to leveraging the lessons of the pandemic in meeting these challenges, building on its proven strengths, and developing strategies to strengthen areas for improvement.

*Progress Update:* Several key lessons from the most restrictive moments of the pandemic continue to influence service content and delivery strategies. Examples include:

- The experience of serving business customers during the pandemic required SELACO WDB staff to focus more than ever on the needs of small and medium-size companies that were struggling to remain open. As the public health crisis has abated,

the needs of companies of all sizes and types have continued to change and identifying candidates for available jobs has remained challenging. Close collaboration with individuals overseeing hiring at local companies has become a core activity for SELACO WDB business services staff.

- The ebb of COVID-19 has resulted in a return to more in-person service delivery. However, virtual workforce services implemented by SELACO WDB remain in high demand by many customers. As a result, services are now delivered in a hybrid fashion, with both online and in-person options available.
- To ensure that services meet the needs of job seekers, staff must provide them with a full range of information about current job requirements and wages, as labor market conditions continue to evolve.
- As the effects of the pandemic are considered, SELACO WDB management, staff, and partners have repeatedly noted that both customers and the workforce development staff that serve them have experienced significant trauma and, in some cases, exhaustion. Addressing the lasting mental health effects of the pandemic on customers and staff will remain a focus of SELACO WDB through the remainder of the four-year planning period.

Adopt the Language of Business: In all business facing interactions, SELACO WDB and individuals representing the workforce system partners should adopt language, approaches, and practices that reflect private sector norms. Moving away from program-focused language and strategies to a customized business solutions approach is likely to increase the value that businesses place on the recruitment, hiring, training, and other services provided by SELACO WDB's America's Job Center of California (AJCC) and workforce system partners.

*Progress Update:* As noted with respect to "lessons of the pandemic," service strategies for business customers continue to change to reflect evolving labor market needs. Among the strategies being implemented are messaging protocols that seek to eliminate workforce services "jargon" and replace it with plain English terminology more commonly used by local business owners and hiring professionals.

Concentrate on Career Pathways: While customers are motivated to use the AJCC as a resource to find a job, center staff and partners should use their early engagement with customers to expose them to career pathways, which generally include a collection of programs and services that prepare individuals for high-demand, high-opportunity careers. A career pathway focus does not diminish the job seeker's need for employment. Rather, it puts employment preparation and job search into a long-range planning context in which the job becomes a means to an end, which is a career that enables the customer to achieve self-reliance.

*Progress Update:* Since the implementation of the PY 21-24 Local Plan, SELACO WDB representatives have been active in working with education and training partners to design, develop, and implement new or updated business responsive career pathway programs. Examples include an apprenticeship for medical front office staff and various training projects to upskill current employees.

Embrace a Hybrid Reality: The move to virtual service delivery, which has been accelerated by the pandemic, has demonstrated that services provided online are extremely effective in meeting the career development, training, and job search needs of many job seekers and the talent sourcing and hiring needs of businesses. Still, it is clear that, for many customers, traditional in-person offerings are their preferred format for participating in and receiving services. As the economy and the labor market fully reopen, SELACO WDB must be prepared to continue to provide services in virtual formats as well as in person at the AJCC.

*Progress Update:* As indicated, SELACO WDB has adopted hybrid strategies and continues to enhance services delivered under both modalities. To support staff efforts in improving and expanding web-based services, a variety of training on virtual service delivery has been provided. In addition, SELACO WDB staff have been active in supporting efforts to increase Southeast Los Angeles County residents' access to the internet, such as collaboration with the local council of governments' "Delete the Divide" initiative.

Invest in Foundational Skills: A priority in preparing every customer for work and careers should be an investment in foundational skills that will support the participant throughout his/her career. These skills include basic education skills, such as English and math; verbal and written communication skills; digital literacy skills; and critical thinking, work maturity and other "soft" skills reflecting workplace behaviors and attitudes.

*Progress Update:* SELACO WDB continues to focus on and develop strategies to increase job seekers' proficiencies in foundational skills. Given record low unemployment and high demand for workers, many of the individuals currently served by the workforce development system include those with limited connections to the labor market. These customers have fewer essential skills that businesses require. To address their needs, a wide range of strategies ranging from remedial instruction to one-on-one tutoring are being utilized.

For example, SELACO WDB staff administers the Testing for Adult Basic Education (TABE) to determine basic skill levels. Testing participants on basic education can help identify skill gaps. This is important because these gaps can prevent individuals from being competitive in the job market or from achieving success in their education. Identifying skills gaps in writing, reading, and math, SELACO WDB staff can develop employment plans that include resources and support that ensures a customer's success with employment or training

Each of these priorities will require significant additional analysis and action. The priorities are reiterated in Section V of this Plan, among a larger set of initiatives that the Local Board will examine and consider during the remaining operational period of the Plan.

***Developing the WDB's PY 2021-24 Four-Year Plan and the Biennial Modification***

Development of the original PY 21-24 Local Plan was the result of SELACO WDB's



engagement with organizations and individuals throughout its service area. A series of community and stakeholder forums were held, as were several “agency-to-agency” discussions with local partners. These are summarized in Appendix 1 to this Plan. Developing the Plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. SELACO WDB’s executive leadership led the planning process on behalf of the Local Board. Completing the Plan took approximately six months, after which it was made available for public review and comment, prior to being forwarded to the California Workforce Development Board for review and approval.

The development of the biennial modification to the Plan followed a similar process as that used for the original plan. Community and stakeholder engagement are described in Attachment 1. Again, this modified version of the PY 21-24 Plan was made available for public review and comment, prior to being forwarded to the California Workforce Development Board for review and approval.

***Impact of COVID-19 on the Original PY 2021-24 Plan and the Biennial Modification***

In some ways, the planning process for the original PY 21-24 Local Plan looked and felt like others SELACO WDB has managed while developing previous plans. However, challenges brought about by limitations resulting from COVID-19 caused the planning team to think creatively regarding community and stakeholder engagement and the overall process of gathering information necessary for the Plan. However, through virtual technology, all necessary conversations were held, and information was secured resulting in a new revised Local Plan.

With the repeal of pandemic-related restrictions, the Local Plan modification was developed using in-person discussions and engagement processes. Virtual communications were utilized to supplement these processes.

## II. WIOA CORE AND REQUIRED PARTNER COORDINATION

WIOA includes requirements for Local Boards to establish a framework for collaboration among state and local programs financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:” the WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make up the WIOA-mandated one-stop partners. SELACO WDB has entered a memorandum of understanding (MOU) with the organizations managing federal programs at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

### Coordination with AJCC Partners and WIOA Memoranda of Understanding

Many of SELACO WDB’s relationships with the state and local agencies that represent core and other one-stop partner programs date back to the founding of the Local Board. Over the last four decades, local partnerships have evolved and coordination among the partners, who work together as part of a System Management Team (SMT), is stronger than ever.

### Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the federal one-stop partner programs, with which the SELACO WDB has developed MOUs.

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Southeast Los Angeles County Workforce Development Board (SELACO WDB)
Title II Adult Education and Literacy	Partnership for Adult Academic and Career Education (PAACE) Paramount Adult School, a mandatory partner who is not part of the PAACE collaboration.
Title III Wagner-Peyser Unemployment Insurance (UI)	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Cerritos College
Title V Senior Community Service Employment Program (SCSEP)	Not available in Southeast Los Angeles County. Eligible individuals are referred to the County of Los Angeles Department of Economic Opportunity (DEO).
Job Corps	Long Beach Job Corps Center. <i>Note: MOU was agreed upon, but final signatures were not provided by Job Corps. Center staff are fully engaged as part of the local workforce development system.</i>
Native American Programs (WIOA Section 166)	United American Indian Involvement (UAI)
Migrant and Seasonal Farmworkers (WIOA Section 167)	Not applicable. There is no program in the local workforce area.
Jobs for Veterans State Grants	Employment Development Department (EDD)
Youth Build	<i>As of late 2022, SELACO WDB’s former Youth Build partner is defunct. In 2023, SELACO WDB will enter into an MOU with EntreNous Youth Empowerment Services, which administers</i>



Federal Partner Programs	MOU Partner
	<i>Compton YouthBuild or another local YouthBuild program operator.</i>
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant (CSBG)	Los Angeles County Department of Public Social Services (DPSS) , which oversees a slate of CSGB awardees which may support local workforce development services
Housing and Urban Development E&T	Norwalk Housing Authority (NHA)
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	Not applicable. There is no program in the local workforce area.
Temporary Assistance for Needy Families (TANF)/CalWORKs	Los Angeles County Department of Public Social Services (DPSS)

### ***Memoranda of Understanding with System Partners***

SELACO WDB has developed and executed MOUs with core and one-stop partner programs as summarized in the table, above. Roles and responsibilities applicable to all AJCC partners with an existing MOU include:

- Sharing/creating access to all programs through the AJCC system;
- Sharing customers through partner referrals resulting in strategic co-enrollments;
- Sharing data necessary for system reporting;
- Participating in joint local planning through the SMT, which is comprised of representatives from the MOU partners; and
- Contributing to the operation, improvement, and quality control of the AJCC.

Financial contributions of the partners are outlined within an Infrastructure Funding Agreement.

### ***Coordination with AJCC Partner Programs***

The following information summarizes the ways in which the SELACO WDB and the local workforce system partners collaborate across all organizations managing the federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The three formula-funded programs are administered by SELACO WDB. Services are delivered at the comprehensive AJCC in Cerritos.

WIOA Title II – Adult Education and Literacy: SELACO WDB has a strong and effective referral relationship with the adult education agencies that make up the Partnership for Adult Academic and Career Education (PAACE) adult education consortium. With the addition of the City of Paramount to the SELACO WDB service area in 2020, SELACO has also established a MOU with the Paramount Adult School, who currently does not operate under the PAACE collaboration. Leaders from each school participate in quarterly WIOA partner meetings to determine best methods to share resources, refer participants, co-enroll customers, and better serve WIOA target populations. SELACO WDB has organized cross-training for frontline staff to learn about the programs offered by adult education and college partners.

A key initiative moving forward to 2025 is the weekly out stationing of WIOA staff who will support on-site orientations, intake, and enrollment of residents in need of training assistance through our local adult school system. The objective is to ensure that skill enhancement and access to critical resources can be supported through WIOA training and support services as needed.

SELACO WDB management is active in the review of WIOA Title II applications submitted by local education agencies to the California Department of Education for funding consideration.

WIOA Title III – Wagner-Peyser: EDD is a co-located partner at the AJCC. Leaders and staff from EDD meet regularly with SELACO WDB representatives to coordinate and address system services. EDD staff regularly participates in job fairs and other recruitment events hosted by SELACO WDB. The partners coordinate delivery of workshops and orientation sessions. Cross referrals are made using CalJOBS, and case management activities are also recorded in the system. EDD is an active member of SELACO WDB's Collaborative Community Network (CCN), which is a stakeholder group in which EDD staff takes an active role participating in its Business Services, Client Services, and Youth workgroups. Co-located EDD staff are involved in team building and AJCC training sessions. EDD leadership is also involved in the SMT, supporting decisions for coordinated AJCC activities.

WIOA Title IV – Vocational Rehabilitation: DOR representatives are co-located at the AJCC on a part-time basis. DOR and the AJCC regularly cross-refer customers and participants are co-enrolled.

Over a six-month period in early 2022, SELACO WDB and DOR staff conducted a mapping pilot project on the use of electronic referrals via the CalJOBS system. Over this period, staff:

- Tracked candidates being referred to both agencies via CalJOBS.
- Met monthly and reviewed items such as: best time to co-enroll; shared orientations; and identification of support services.

Following the pilot, standing meetings were established to review all co-case managed participants and ensure referrals continue via the electronic referral system.

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs. The purpose of the Act is to more fully develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Cerritos College and local adult education providers are the primary recipients of Perkins funding and regularly make

referrals to and receive referrals from AJCC staff. Leaders from Cerritos College also participate in the SMT to coordinate referrals, co-enrollments, and service improvements.

Job Corps: SELACO WDB collaborates with representatives of the Long Beach Job Corps Center and promotes the Job Corps program to potential applicants, who are youth and young adults ages 16 to 24. SELACO staff also regularly refer youth to the Job Corps Center. Job Corps staff participate in SELACO WDB's Community Collaborative Network (CCN) and in SELACO WDB-sponsored job fairs.

Native American Programs (WIOA Section 166): Collaboration between United American Indian Involvement (UAIL) and SELACO WDB has grown stronger in recent years. UAIL has leased space adjacent to the AJCC. Both parties anticipate that this proximity will increase referrals between the WIOA Title I and Section 166 programs, as well as UAIL's connection to other workforce system partners. Leaders from UAIL also participate in SMT activities. UAIL staff refers customers to employer recruitment events sponsored by SELACO WDB and WDB staff participate in UAIL job fairs.

Veterans: EDD administers this program and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are stationed at the comprehensive center to assist veterans seeking employment. SELACO WDB staff also works with several veterans supporting programs, which are coordinated with those provided by EDD. Examples of such coordinated efforts include collaboration with the Downey Veterans Service Center, which refers their clients seeking employment to the AJCC and a partnership with Re-boot, which helps prepare veterans for successful transitions to civilian careers. In addition, staff has established a "SELACO4VETS" initiative, which aims to connect the AJCC and its services to other organizations that work with veterans.

Youth Build: For many years, SELACO WDB maintained a positive working relationship with Field of Dreams Academy, which administered a YouthBuild project. However, the organization permanently closed its Norwalk operations in the summer of 2022. SELACO WDB is attempting to develop an agreement with the YouthBuild project in Compton. If that does not come to fruition, SELACO WDB will reach out to other YouthBuild projects located in Los Angeles County to assess the potential of developing a partnership that can address the needs of youth in the SELACO WDB region.

Trade Adjustment Assistance Act: TAA is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and other reemployment services. Coordination with TAA generally includes co-enrollment into WIOA, along with co-case management of participants. This approach provides multiple benefits, including TAA funds being used to cover all training costs.

Community Services Block Grant: L.A. County DPSS funds a slate of community services programs that provide various forms of services and support. During the four-year cycle represented by this Plan, SELACO WDB will work with its partners at DPSS to determine opportunities to more effectively connect workforce development services with the activities of local CSBG programs.

Housing and Urban Development Employment and Training Program: SELACO WDB has entered into an agreement with the Norwalk Housing Authority (NHA) to share resources and refer customers to SELACO WDB's mandated partners.

Unemployment Compensation: Customers needing assistance with Unemployment Insurance (UI) are referred to EDD Wagner-Peyser staff, who answer general questions and connect customers to UI services. SELACO WDB staff has been trained on UI registration via CalJOBS and assists customers in accessing the CalJOBS system.

During the pandemic, SELACO WDB and EDD received regional and state recognition upon receipt of the California Workforce Connection (CWC) Workforce System Customer Service Award for creating "Changemakers." Changemakers met regularly to ensure services were available during the hardest times of the pandemic. Strategies developed through Changemakers influenced the development of the specialized inbox to ensure that all customers, during COVID, seeking UI services were served and contacted within a reasonable timeframe. The list is no longer active, as customer do not now need an appointment to seek UI services.

Temporary Assistance for Needy Families/CalWORKs: SELACO WDB works closely with DPSS on the referrals of job seekers between the CalWORKs and WIOA Title I programs. DPSS representatives have provided CalWORKs training for WIOA-funded staff. DPSS managers also attends monthly meetings for co-located partners and participate in meetings of SELACO WDB's Community Collaborative Network. DPSS is also the local agency responsible for the administration of the CalFresh Employment and Training Program, with which SELACO WDB has an evolving partnership. DPSS leaders are also active participants in the SMT.

While the core and other WIOA-required partners that are party to the MOU are instrumental to the delivery of workforce development services in Southeast Los Angeles County, SELACO WDB maintains effective working relationships with a wide range of other organizations. Examples include Goodwill, The Whole Child; Salvation Army (which has staff visit the AJCC on a weekly basis to promote services for homeless veterans); SHARE (housing services); Tarzana Treatment Center; SERCO (which provides on-site workshops for veterans); New Opportunities for Youth; and Reentry Intensive Case Management Services, a project of Los Angeles County Health Services.

#### **Partners' Efforts to Collaborate on Co-Enrollment and Case Management**

WIOA encourages delivery of services across multiple partner programs. In addition, in 2020, the California Workforce Development Board and EDD issued guidance on strategic co-enrollment across core and one-stop partner programs. Co-enrollment

enables workforce system partners to leverage multiple resources on behalf of participants needing various types of services and support. For many years, SELACO WDB has successfully co-enrolled participants in two or more programs to ensure that they have the full range of services needed to prepare for and succeed in a career.

### ***Co-Enrollment of Job Seekers Across Programs***

There are various situations under which co-enrollment may be appropriate. These include:

- Multiple resources are needed to address barriers to employment, thereby enabling an individual to fully participate in planned services.
- The participant's employment/career plan requires services from multiple partner programs to adequately prepare for employment.
- The participant is eligible for and in need of services from two or more programs, each of which offer distinct services.
- Identified programs and services are not duplicative and supplement rather than supplant services from another funding source.

SELACO WDB and local workforce system partners regularly co-enroll customers in two or more programs including: WIOA Title I programs; the WIOA Title II Adult Education and Family Literacy Act Program and other funding used by adult education partners; the WIOA Title III Wagner-Peyser Program; the WIOA Title IV Rehabilitation Act Program; the Unemployment Compensation Program; Veterans Employment programs; Perkins CTE programs; the CalFresh E&T Program; many special grant programs (e.g., WAF 9.0 P2E, and various RPI grants); and various local education and social services programs. SELACO WDB is also continuing to work with local education agencies, including those within the local adult education consortium, to develop curricula which may lead to co-enrollment of job seekers into WIOA and other programs to cover the costs of training and ancillary services.

As the biennial modification to the Local Plan is being developed, more than 90% of SELACO WDB's WIOA Title I participants are co-enrolled with one or more other fund sources.

### ***Co-Case Managing Co-Enrolled Customers and Use of CalJOBS***

Case management for co-enrolled individuals focuses first on coordination by partners to avoid duplication of services and costs. The partners identify services being provided by each program, where they may overlap, and where each service fits into a participant's Individual Employment Plan (IEP). Case management is integral to individual participant success and that of the overall one-stop system. Tracking participant progress across various partner programs and services is facilitated by the use of a common data management system, CalJOBS, to share data and intake information after securing written consent from participants.

Perhaps more than any other local board in California, SELACO WDB has committed to instructing partners in and encouraging their use of the CalJOBS system for electronic



referrals, direct access, and real-time customer updates. The onboarding of partners into CalJOBS links partners directly to SELACO WDB. The CalJOBS system is specifically identified in the partner MOU as the platform for electronic referrals and direct access to the AJCC. Partners (including mandated programs and other stakeholders) that have been trained on the process of using the CalJOBS platform for referrals and real-time updates on co-enrolled customers include SELACO WDB, EDD, DOR, local adult schools, Cerritos College, California Department of Corrections and Rehabilitation, the local housing agency, L.A. County DPSS, United American Indian Involvement, Inc., L.A. County Office of Diversion and Reentry, Youth Build, SHARE! Housing, Reentry Intensive Case Management Services, and New Opportunities, along with other local and regional partners. Use of the system as the primary referral system is not consistent among all partners due to staff turnover, partner staff staying on top of how to use the system effectively, and because of the strong working relationship between staff, there is a tendency to pick up the phone and chat. To encourage the consistent use of the established electronic referral system as the primary tool for referral, SELACO WDB's Compliance Team in partnership with EDD and the SELACO WDB One-Stop Operator (OSO) have implemented a quarterly training session that is used to train new staff and keep current staff up to date on the referral system and how to use it effectively. SELACO WDB hosts "open lab Friday" events in which partners, old and new, can visit the AJCC to meet with staff, learn about services, and collaborate with partners.

### ***Cross Training***

Co-enrollment and co-case management strategies are facilitated and strengthened when staff from various programs are informed about the content and requirements of other workforce system programs. SELACO WDB regularly sponsors cross-training for partner staff to increase understanding about all partner programs and to share expertise about the needs of various populations. SELACO WDB's OSO is instrumental in coordinating cross training and facilitates the development and implementation of pilot projects to test strategies for increasing partner knowledge across various programs and for coordination of service delivery among two or more partner agencies.

### **One-Stop System's Use of Technology and Other Remote Strategies**

The eight-city area served by SELACO WDB lies within densely populated Los Angeles County and sits directly adjacent to similar communities in Orange County. The public transportation system is capable of moving individuals efficiently through and beyond Southeast Los Angeles County. There are, therefore, no remote or outlying areas of our service area that have difficulty accessing services due to proximity. Yet, there are individuals spread across the area for whom the availability of virtual services increase access to services. This fact has been driven home by pandemic-related restrictions, which made web-based offerings the most efficacious form of service delivery for most customers.

### ***Electronic Services that Improve Access***

Among the many ways the SELACO WDB facilitates access to AJCC services and those of the local workforce system are the following:



- A “Drop Box” of organized job leads on SELACO WDB’s website is electronically accessible to all customers as well as being available on all computers in the job center.
- The AJCC monthly calendar and event flyers are posted on the SELACO WDB website to make customers aware of center activities, new programs, employment opportunities, workshops, system-sponsored events (including in-person and virtual job fairs), and more. In addition, the “in-the-know with SELACO” newsletter is distributed through “Constant Contact,” which is also used to promote business recruitment and hiring events.
- SELACO WDB’s website promotes various programs and services, including those available under special grants, and provides customers with specific contact information and a calendar of related events and services.
- Social media platforms, including LinkedIn, Facebook, Twitter, and Instagram are used to provide information and promote services.
- Direct email is frequently used to communicate with enrolled customers. Attachments that frequently accompany these communications may include flyers for hiring events, the monthly calendar, and training services available through specialized programs.
- Partners are trained on CalJOBS and several utilize the system for electronic referrals.
- Online workshops and weekly job club activities are held for all WIOA-enrolled customers.
- AJCC orientations are conducted using virtual platforms.
- EDD offers virtual LMI, CalJOBS, and Career Exploration workshops. Some workshops are offered in Mandarin and Cantonese.
- Use of products, such as CareerHub and Microsoft 365, which offer various tools to improve AJCC staff’s communications with customers such as video conference and texting.

SELACO WDB has implemented a program through which enrolled customers may be loaned or provided with a laptop to enable them to access online services.

### ***Convenient Location of SELACO WDB’s Comprehensive AJCC***

SELACO WDB’s AJCC is conveniently located in Cerritos, just two blocks from the San Gabriel River (605) Freeway and near the intersections of several major cross streets. The AJCC is easily accessed by public and private transportation and has ample parking for customers. The facility’s location is central to the communities served by SELACO WDB, with no residents having to travel more than 10 miles to access on-site services. Under non-pandemic conditions, EDD staff is co-located full-time at the AJCC and other partners offer services at the Center on a part-time or by appointment basis. With the pandemic being better controlled, delivery of in-person services is once again advisable. AJCC management expects that system partners will return to delivering in person services at the AJCC.

WIOA staff are also strategically out stationed at partner locations to support easy access to information on services available to support job seekers in need of employment and

training services. Technology and web-based programs allow for one-on-one orientations, intake and enrollment activity to occur anywhere within our eight-city service area without requiring potential customers to travel to our location in Cerritos.

### **Coordination of Workforce Activities and Support Services**

Across all WIOA Title I formula-funded programs, state and federal special grant programs, and projects operated through non-WIOA funding, SELACO WDB ensures that participants have access to information about various forms of support that may be available to meet their unique needs. Fundamentally, SELACO WDB understands that supportive services funded by WIOA are to enable enrolled individuals to successfully participate in career services, training, and employment activities.

SELACO WDB's intention is to ensure that job seekers using its services to prepare for and to seek employment have access to a full range of support that will enable them to achieve their planned educational and employment outcomes. In recognition that supportive services are not an entitlement nor are they intended as a source of supplemental income, SELACO WDB has defined their purpose and developed a policy and procedures for determining customers' support needs and for identifying the best resources to meet those needs, including the utilization of funds from partner programs.

### ***Determining Participants' Needs for Support Services***

Assessment and individual employment planning processes are used to identify all career services, training, and support that WIOA-eligible individuals will need to prepare for and succeed in employment. The need for supportive services is determined by personal circumstances and how these may impede or prevent participation in services and employment. While WIOA funds can be used to cover the costs of supportive services, staff is diligent in seeking alternatives, such as community-based resources. When participants are co-enrolled in other programs, those programs (e.g., CalWORKS, Rehabilitation Act, Home 2Employment) often pay for various forms of support.

### ***Service Available to Address Participants Needs and Barriers***

The most commonly needed services include transportation assistance (including bus passes and gas vouchers); work-related clothing, uniforms, tools and supplies; temporary shelter; regular housing; assistance in covering utility costs; child and dependent care; payments for tests, licenses and other employment-related prerequisites; medical, dental and legal services; and counseling of every type. Other forms of support may be available based on individual needs and circumstances.

### ***Considerations for Strengthening the Delivery of Support Services***

In the wake of the global pandemic, the Southern California economy will experience many changes over the next several years. With these changes will come challenges for many SELACO WDB customers, including low-income individuals and those from various vulnerable populations. SELACO WDB staff anticipates that the landscape of support needs is also likely to continue to change in the years ahead. As services, training, and jobs make greater use of the internet and remote activities, there will be a greater need

for technology related support, such as hardware (e.g., laptops, hot spots) that enables access for customers.

### **Physical and Programmatic Accessibility for Individuals with Disabilities**

SELACO WDB has developed and implemented an Equal Opportunity/Non-Discrimination Policy to ensure that the organization, its program and personnel do not discriminate against any individual including applicants/participants in any protected class, which includes individuals with disabilities. SELACO WDB ensures access for persons with disabilities through the following processes, resources and procedures.

### **Compliance Protocols**

The SELACO WDB has a designated Equal Opportunity (EO) officer. All contracts contain the approved equal opportunity assurance language appropriate to WIOA Programs. Civil rights, equal opportunity, and non-discrimination requirements are monitored on an annual basis to ensure physical and program accessibility compliance of both internal and external (providers). Staff reviews, examines, and incorporates physical aspects of the site, including programmatic and architectural accessibility; observance of reception, intake, and assessment processes; maintenance of policies and complaint files (if applicable); display of announcements, mandatory posters, or signs for clients with visual and/or hearing disabilities; and inclusion of EO and accessibility taglines placed on internal and external communications.

SELACO WDB has regularly undergone annual Section 188 Nondiscrimination and Equal Opportunity Provisions Compliance review by EDD that concluded that all requirements are being met, with no concerns or findings. The results of such reviews represent a continuation of SELACO WDB's long history of compliance with all federal and state requirements concerning nondiscrimination and equal opportunity for persons with disabilities. A 2022 review identified some gaps in procedures related to Section 188 Nondiscrimination and Equal Opportunity Provisions Compliance. These have been addressed to achieve compliance.

### **Technology**

SELACO WDB makes available the following assistive technology in the AJCC:

<b>Assistive Technology</b>	<b>Details</b>
Keyboards w/Large Print Keys	Ensures visually impaired persons easy location of keys on keyboard when typing
Epson Flatbed Scanner	Text to speech and screen reading software and scanner software for learning disability and visually impaired persons.
Kensington Expert Trackball Mouse	Easier to browse and move through documents and on the internet for persons with poor hand movement.
Telephone Handset Amplifiers	Available to customers upon request to use with telephone handset for maximum speech clarity
Door chimes/visible and Braille signage at entrance door	Located outside entrance doors to ensure quick service to persons ringing for assistance.
Electronic Height Adjustable Table/Work Surface	To ensure equipment and computers are wheelchair accessible at workstation.

<b><i>Assistive Technology</i></b>	<b><i>Details</i></b>
TTY/TDD Super print Pro 80 Printer	Telecommunication device for deaf persons. Printer utilized as a mobile unit for customers/staff

SELACO WDB regularly seeks recommendations and advice from DOR on assistive technology resources for customers with disabilities.

### ***Materials***

The availability of the technology resources listed above makes print, audio, and internet-based content accessible for most persons with disabilities. If additional support is needed, requests can be made in accordance with SELACO WDB's Reasonable Accommodations/Modifications Policy and Procedures.

### ***Staff Training***

To ensure that all staff are informed about the services available for individuals with disabilities and prepared to meet the needs of customers from the key target groups, training has been provided to all SELACO WDB staff and partners that covers the following topics: disability etiquette; program accessibility; the Ticket to Work Program; Social Security benefits for persons with disabilities; the Americans with Disabilities Act; and reasonable accommodations. SELACO WDB leadership and system partners will continue to assess the needs of line staff for training, including training that can be provided by DOR representatives. As part of its equal opportunity review, EDD reviews all training provided to staff and partners.

**III. STATE STRATEGIC PARTNER COORDINATION**

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In a 2019 modification to the Local Plan, SELACO WDB described these local level relationships, some of which were in an early stage of development. With the publication of the PY 21-24 Local Plan, this information was updated. Following is a summary of the evolution of these strategic partnerships through the development of the biennial modification to SELACO WDB's current plan, as well as approaches under consideration to further strengthen collaboration with state strategic partners and programs.

**Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services**

Prior to SELACO WDB's development of the 2019 Biennial Modification to its PY 2017-20 Local Plan, its relationship with the Los Angeles County Department of Public Social Services (DPSS) was focused on cross referrals, co-enrollment, and coordination of services for CalWORKs participants that were also served by WIOA. It was the state-level partnership between the California Workforce Development Board and the California Department of Social Services that triggered coordination between the CalFresh Employment and Training (E&T) Program and SELACO WDB. Since 2019, SELACO WDB staff have made significant progress in building a connection between WIOA Title I programs and the County's CalFresh E&T Program.

DPSS is a one-stop partner and, therefore, part of the network of agencies that comprise SELACO WDB's local workforce development delivery system. However, engagement with DPSS on CalFresh E&T issues began as part of a 2018 planning session with representatives of all local boards within the Los Angeles Basin RPU. During this discussion, SELACO WDB leadership and others were oriented to the DPSS program design for CalFresh E&T. The Los Angeles County program provides employment and training activities to CalFresh participants who are not exempt from work registration. The goal of the program is to assist these individuals in securing employment and avoiding long-term dependency on assistance. The County's CalFresh E&T program is principally targeted to individuals in the General Relief Work Opportunity (GROW) program. Upon case approval, employable CalFresh recipients receiving General Relief are assigned to the GROW program. These employable participants can then be assigned to one or more CalFresh E&T components/activities based on a job skills assessment. The E&T Program, which is operated by the Los Angeles County Office of Education and other organizations, consists of the following six employment-related components: job search; job club; workfare; basic education; short-term vocational training, and retention services. Such services are well suited to coordination with WIOA to achieve better workforce preparation for participants and their stronger attachment to the labor market.

***Current CalFresh Employment and Training Collaboration***



In the months following initial conversations about collaboration, SELACO WDB and DPSS began to collaborate around a CalFresh E&T partnership.

Leaders from DPSS participate in SELACO WDB's quarterly WIOA partner meeting, where determinations have been made on how to share resources, refer program participants, case manage co-enrolled participants, and better serve the WIOA and E&T target populations. SELACO staff participated in training hosted by CalFresh/DPSS in which they were introduced to a variety of programs designed to support eligible job seekers such as health coverage, cash aid and the process of supporting customers with enrollment into the CalFresh programs. DPSS has adopted CalJOBS as the electronic referral system to SELACO WDB. With the onset of the pandemic referrals were made via online communications and customers needing DPSS assistance were provided information that enabled them to make contact with the CalFresh E&T representative.

As of the preparation of the biennial modification to the current plan, a CalFresh representative is back onsite at SELACO WDB's AJCC and cross referrals between AJCC and DPSS programs are returning to pre-pandemic levels. While individuals seeking services through the AJCC may end up enrolling in CalFresh E&T services, AJCC staff note that not all are co-enrolled in WIOA, as the E&T program offers most services needed by the job seekers it serves. Where WIOA services can support an individual's job placement, co-enrollment is more likely. With the re-opening of partner programs, including CalFresh E&T and others administered by DPSS, SELACO WDB is hosting a series of "open houses" to reintroduce partner staff to AJCC services as well as those of system partners not co-located within the center. In addition, renewed cross training is being calendared to ensure that staff from all partners have full and current knowledge of all system programs and services.

### ***Improving Coordination***

SELACO WDB and DPSS acknowledge that coordination between WIOA Title I and CalFresh E&T programs can be further strengthened. One such improvement would be the development of a reporting mechanism through which SELACO WDB could report back on co-enrollment and post-enrollment success. The partners will continue to examine opportunities to develop a more structured processes for coordination between the two programs.

### **Coordination with Local Child Support Agency and Other Local Partners Serving Individuals Who Are Non-Custodial Parents**

Over the years, SELACO WDB has served many individuals who are non-custodial parents with child support enforcement orders that were being overseen by the Los Angeles County Department of Child Support Services (DCSS). The status of these individuals has, typically, come to light when they have disclosed that their drivers' licenses were suspended due to their being in arrears on child support payment obligations. AJCC staff have worked with DCSS representatives from time to time to encourage reinstatement of the licenses to promote NCPs' ability to travel to and from work and to, on occasion, drive as part of their jobs. Based on these experiences, SELACO WDB leadership was encouraged, when learning in 2018 of the state-level



workforce-child support partnership that had been developed and embedded with the State Plan Modification and of the statewide goal, to replicate this partnership at the local level.

During the development of SELACO WDB's 2019 Modification to its Local Plan, a planning meeting was convened by DCSS with representatives of all local workforce boards in the L.A. region. At that time, DCSS and the Los Angeles County WDB had recently piloted a referral system for NCPs from DCSS to County-funded AJCCs. Following this meeting, SELACO WDB and DCSS agreed to implement a structured referral process and forms. In subsequent discussions, SELACO WDB requested that an MOU be developed to formalize a referral system that would contain the following features:

- A two-way referral process (AJCC to DCSS and DCSS to AJCC) would be established via the CalJOBS system, which would also serve as the platform for recording and tracking real-time customer status.
- A DCSS representative would be deployed once a month (at a minimum) to the AJCC to meet directly with NCPs in need of having their child support cases reviewed. This model would offer the AJCC as a “neutral” site where the partners could concurrently develop plans for the participant to meet his or her child support obligation and to train for or otherwise prepare for work.
- DCSS would conduct biannual workshops for local businesses to instruct payroll professionals about laws governing child support and wage withholdings.

The MOU specifications were initially agreed upon. However, DCSS (which serves all of Los Angeles County) has insisted that there be one process for the entire county, which is represented by seven distinct workforce development boards. Some boards have insisted on referral system provisions other than those proposed by SELACO WDB. As a result, the development of the MOU stalled and later became further delayed as DCSS and the local boards turned their attention to adjusting services and service delivery in response to the effects of COVID-19.

The SELACO WDB has reengaged in the negotiation of an MOU with the DCSS. A draft MOU is currently under review. The MOU will affirm the commitment of the SELACO WDB and the DCSS to assist individuals with child support obligations to obtain permanent employment. The MOU will address the primary objectives of the collaboration, which are to remove barriers to employment and make DCSS customers aware of the employment development services offered through the SELACO WDB's AJCC. The draft MOU establishes the responsibility to refer CSSD customers to the SELACO WDB AJCC by way of the automated referral system. Once notified by the SELACO WDB AJCC staff, that a customer has been enrolled in a workforce development program at the SELACO WDB AJCC, CSSD shall issue a conditional release of the customer's driver's or professional license to allow completion of the Workforce development program and yield permanent employment. In addition, the MOU established a commitment from both parties to provide cross-training on an annual basis

for both the CSSD and the SELACO WDB staff. It is anticipated to have an MOU in place by March 2023.

**Coordination with Local Partnership Agreement Partners Established in Alignment with the Competitive Integrated Employment Blueprint and Other Local Partners That Serve Individuals with Developmental and Intellectual Disabilities.**

In 2018, when the California Workforce Development Board and EDD published draft guidance on Local Plan Modifications, SELACO WDB first became aware of the state-level blueprint for Competitive Integrated Employment (CIE) that was crafted and led to the formalization of a partnership among DOR, the California Department of Developmental Services (DDS), and the California Department of Education (CDE). An agreement among the partners makes employment in an integrated setting, at a competitive wage, for individuals with intellectual disabilities and developmental disabilities (ID/DD) its highest priority. State guidance on 2019 Local Plan modifications called for local boards to coordinate with the parties to Local Partnership Agreements (LPAs) that would prioritize CIE.

As part of the development of SELACO WDB's Local Plan Modification, in September 2018, SELACO WDB convened stakeholders from the disability services community and other interested parties in a forum focused on use of competitive integrated employment (CIE). Among those invited were representatives of the local agencies that represent the state CIE partners: the Norwalk Branch of the Greater Los Angeles DOR District Office; the Harbor Regional Center; and local education agencies providing special education programs. During this forum, SELACO WDB representatives learned that there had been no efforts undertaken to develop an LPA for Southeast Los Angeles County. SELACO WDB's Local Plan Modification, therefore, simply expressed its commitment to support the partners and expansion of CIE once the LPA was executed.

***Supporting the Development of the Local Partnership Agreement***

Following the approval of its 2019 Modification, SELACO WDB's AJCC/One-Stop Operator (OSO), along with SELACO WDB managers and staff, joined with representatives of the core partners to develop the LPA and to craft a vision for increasing CIE opportunities for individuals with ID/DD. Ultimately, the Southeast Los Angeles County LPA was executed under the signature authority of the following core partners: the Department of Rehabilitation; two Regional Centers (Harbor Regional Center and South Central Los Angeles Regional Center); and the following local education agencies: ABC Unified School District; Bellflower Unified School District; Downey Unified School District; Norwalk/La Mirada Unified School District, and Paramount Unified School District. While not customary, SELACO WDB is also a signatory party to the LPA, acknowledging the instrumental role that the SELACO WDB and the AJCC will play in achieving the CIE goals of the partners.

***Role of the SELACO WDB under the LPA***

SELACO WDB's role and responsibilities within the partnership are stated in the LPA as follows:

*The Southeast Los Angeles County Workforce Development Board (SELACO) Cerritos AJCC is a federal program that provides a facility for individuals to conduct job search on their own, job search assistance offered by staff, and/or facilitates training.*

*The overall objective of the program is to give job seekers the essential tools to conduct their job search and meet the changing demands of the 21st century economy, and to become more competitive.*

*Job seekers have convenient, no cost access to job search and placement assistance, workshops and other support services enabling job seekers to be prepared for current and future employment opportunities. The Career Centers offer job listings, career guidance, labor market information, training/education resources, and tools for job preparation.*

*Supportive services are available for Workforce Innovation and Opportunity Act (WIOA) enrolled customers. SELACO also provides unique Youth opportunities such as; the Career Academy for Targeted Sectors, which is followed up by work experience in in-demand sectors, short term vocational training, and individual career counseling. All direct services are monitored via CalJOBS.*

*After the development of an IEP or Individual Service Strategy (ISS), opportunities for co-enrollment in other grants are identified. These grants include but are not limited to Earn & Learn and Special Projects. SELACO leverages additional funding to help support customers' success in their job search journey.*

*Career Development Specialists can help a job seeker review job status, prepare to move up a career path or find a new job, explore training and employment options, and develop a career plan. Workshops available at the Career Center help job seekers market skills effectively, work on job search techniques, and understand how to best compete in today's job market.*

*Employer Engagement: SELACO is designed to assist businesses in finding skilled workers and to enhance access to other important workforce services. Business services contribute to economic growth and business expansion by ensuring the workforce system is job-driven, which supports developing skilled workers and matching them to employers. Below are several of the services offered through our employer engagement: business to business service links; establishment of worksites; customized and on-the-job training that assists employers offset the training costs of new employees; job matching; working with high-demand/high-growth industries; employee skill assessments; and labor market information.*

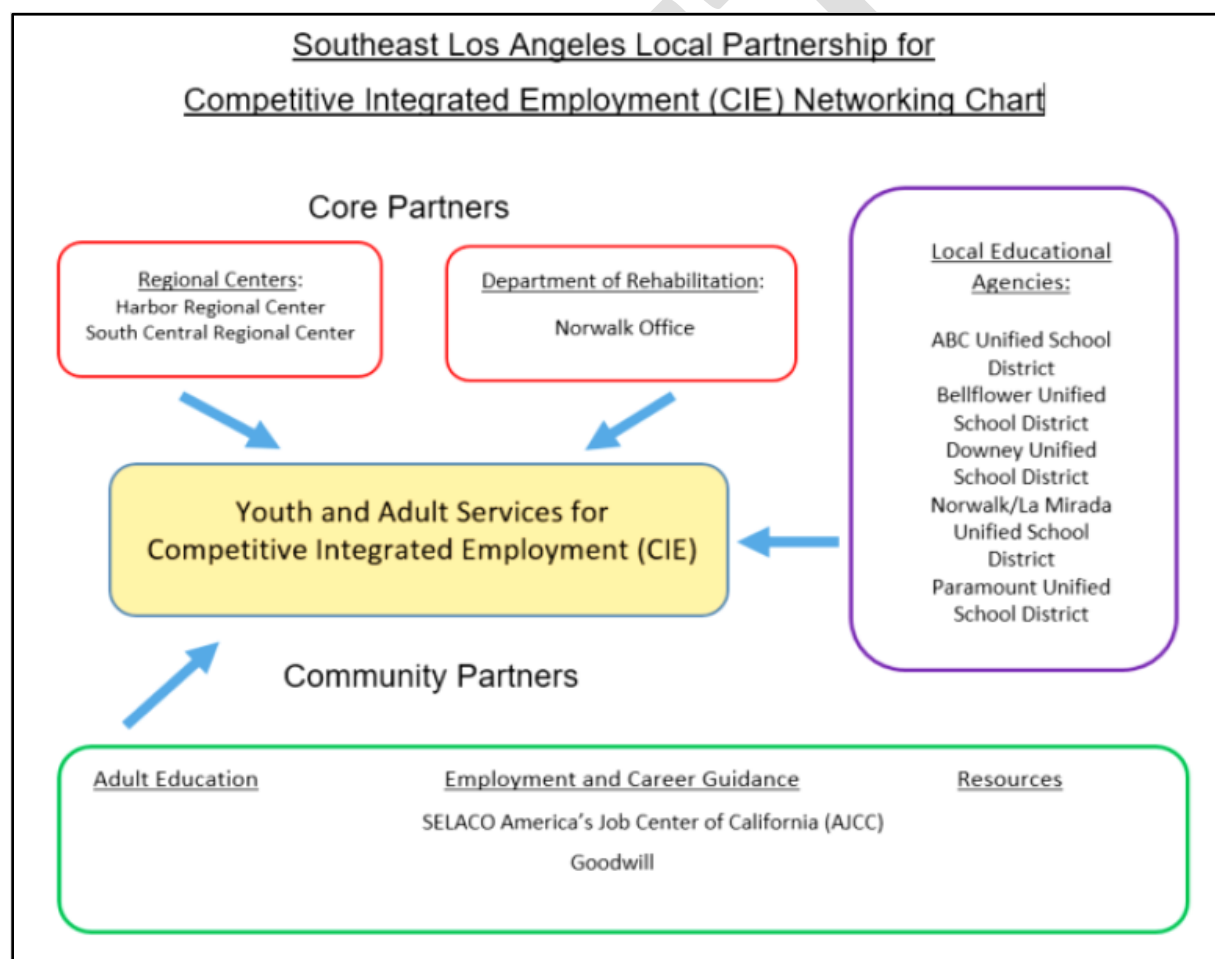
*As part of this LPA, SELACO is committed to:*

- Identify businesses within the Southeast Los Angeles County region that employ individuals in jobs that would be suitable for CIE, ensuring that*

*opportunities are identified that complement the various capabilities of individuals in the ID/DD target group.*

- *Develop a CIE-specific business outreach plan for the SELACO WDB service area.*
- *Engage SELACO's extensive network of partners to support the initiative by identifying companies and worksites that could be developed for CIE opportunities.*
- *Make direct contact with business representatives on behalf of LPA customers.*
- *Orient employers to CIE, developing work-based learning agreements and ensuring the necessary services and supports are in place to promote successful job placement.*

The following illustrates the relationships and interactions agreed to by the LPA partners:



The LPA was signed just a few months before the onset of the pandemic. This resulted in there being fewer labor market opportunities for individuals with ID/DD. The true CIE work of the partners lies ahead. SELACO WDB remains ready to provide services as described in the agreement as the LPA partners initiate the activities outlined in the Plan.

**Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees**

Ensuring that the basic skills training and employment needs of immigrants, including individuals who are learning English, are met has been a priority for Southeast Los Angeles County workforce programs since SELACO WDB was founded nearly forty years ago. While SELACO WDB's PY 2017-20 Plan provided a clear description of partnerships and strategies to serve this important target group, the PY 21-24 Plan provided yet more details on the needs and challenges of this population and SELACO WDB's approach to maintaining partnerships and delivering services that meet local needs.

***Overview of Target Group***

Of the more than 500,000 people living in the eight-city area served by the SELACO WDB, nearly sixty percent are Hispanic or Latino and one-third are foreign-born. The vast majority of immigrants are from Mexico and Central America, but many others are from Asia. English language learners (ELLs), and foreign-born individuals, refugees and immigrants comprise a significant portion of the area's population and of its current and future workforce. Investments in this target group are essential to the well-being and economic vitality of Southeast Los Angeles County. SELACO WDB understands that ELLs are a diverse population with a wide range of needs. Some individuals are just learning English, while others have developed a level of fluency that enables them to take advantage of training and upskilling opportunities that will make them candidates for jobs in the region's priority sectors, which often provide better wages and career advancement potential than jobs in other industries. SELACO WDB recognizes that many immigrants need to improve their English proficiency to be eligible for employment opportunities that will provide a middle-class income. However, it is often difficult to persuade adult workers of the benefits of studying English to improve career opportunities and increase their earning potential.

***Local Partnerships***

SELACO WDB staff have developed relationships with several non-profit and community-based organizations that target services to immigrants. These include but are not limited to: South Asian Network; Centro CHA; Miguel Contreras Foundation; Su Casa; the Mexican American Opportunity Foundation; Learn4Life; and Minorea, which provides specialized consulting and support for businesses. Local education agencies that provide education and training services include members of the PAACE Consortium and the Paramount Adult School.

***Improving Service Delivery Strategies for ELLs, Foreign Born Individuals and Refugees***

As part of an ongoing process to address priorities expressed in SELACO WDB's PY 2017-20 Local Plan, the System Management Team (SMT) has focused its attention on improving services to targeted populations as a collective workforce system. The SMT's May 2020 meeting included a discussion on strategies to better serve the ELL community. From this conversation, a subcommittee was developed to identify and foster relationships with businesses able to provide work-based learning and/or employment



opportunities for ELL participants. To support this objective, AJCC staff has developed a marketing brochure targeted to potential ELL employers. Other strategies that the SMT intends to further examine include:

- Expanding partners' participation in community-based events to improve outreach to ELLs and immigrants.
- Working with education and community partners, identifying strategies to move ELLs into career pathway programs while they continue to increase their English proficiency.
- In collaboration with education partners, identifying strategies to increase dual enrollments in ESL and training in partnership with adult schools.
- More closely coordinating case management among WIOA, CBOs, and education staff.
- Scheduling cross-training with ELL/immigrant-serving CBOs and workforce partners to increase understanding of one another's programs and services.

During the development of the biennial modification to the PY 21-24 Local Plan, SELACO WDB management noted that several of the planned efforts outlined above were slowed due to the pandemic. However, staff has been working closely with local schools to schedule on-site orientations. Through presentations at adult education programs and parent-focused activities at K-12 schools, SELACO WDB is able to reach many English language learners. The same is true of collaboration with early childhood education providers, where our staff can reach many immigrant parents in need of workforce development services and job placement assistance.



**IV. WIOA TITLE I COORDINATION**

The following narrative addresses services, activities, and administrative requirements of the SELACO WDB under the WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

**Staff Training and Professional Development to Increase Digital Technology Skills**

As workplace technology advances, SELACO WDB strives to keep pace with updates to software, hardware, and web applications. Acquisition of new technology is closely followed by training to ensure that staff is able to take full advantage of and effectively utilize new tools. Training can be executed through various formats including online tutorials, group training by a third-party provider (either in-person or by way of videoconferencing), or one-on-one, depending on the subject being addressed. Because various staff are highly experienced in the use of certain tools, it is a common practice to allow skilled staff members to train their colleagues.

Overall, SELACO WDB staff have a high level of digital proficiency and are able to effectively utilize tools such as the Microsoft Office 365 to carry out the core functions and responsibilities of their jobs. Staff with specialized focus (e.g., finance, media, training) are skilled in the use of products that support their roles.

***Training Protocols***

Training in the use of technology is on-going. When new employees are onboarded, they are oriented to all technology used by individuals performing the functions for which they were hired. If the employee has any gaps in knowledge of or ability to use required products or applications, appropriate training is identified and scheduled.

Over the last couple of years, some of the training that has been provided agencywide includes:

- Free online computer training with accessibility to over 500 topics.
- Executive Cybersecurity training. This was followed by the establishment of an internal Cybersecurity Council to manage this matter.
- Microsoft 365 Platform – how to work remotely.
- Microsoft Teams training specifically for collaboration and remote working.
- Remote workshop platforms and connectivity for customer presentations and workshops.
- Remote “presentations” through Office 365, Teams. and Zoom.
- Toastmasters – how to effectively conduct speech training and scoring remotely.

With the rapid and unanticipated effects of the pandemic requiring employees to work remotely, significant time and attention have been given to training on products like Zoom and on various skills and protocols for virtual communications and group meetings. Other examples of internal training that has been provided to staff to develop technical and digital skills include:

- Use of the CalJOBS system, which is ongoing
- Use of the VOS Greeter System
- Use of virtual forms and systems, such as DocuSign
- Use of CareerHub communication tools
- Youth Program staff is trained on the “My Resume” platform

SELACO WDB also provides individual support to staff to increase technical skills associated with their jobs, such as covering costs for an IT staff member to be certified as a Microsoft Network Administrator.

### ***Enhancing Staff Training Opportunities***

SELACO WDB is committed to providing staff with continued computer training, as technology has become the foundation for program operations at the AJCC. Additionally, technology is ever changing and improving, so we intend for SELACO WDB staff to keep pace with the ever-improving world of technology. SELACO WDB is initiating a self-paced computer training program under “MS Quick Help”, where staff takes a computer assessment, and software then builds a customized computer training program based upon the results of the assessment. The training software keeps track of the results of all training, so supervisors can see staff progress. SELACO WDB secured an IT consultant to provide Cybersecurity training for all SELACO WDB staff. The training covers matters such as encrypting attachments and documents.

### **Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma**

While SELACO WDB has hosted some training regarding trauma that is experienced by target groups that it serves, agency leadership understands that staff could benefit from continued training on trauma, as well as training that will improve staff's cultural competency gains.

### ***Training to Increase Cultural Competency***

The communities served by SELACO WDB are culturally diverse as is agency staff. However, experiencing diversity and achieving cultural competency are not synonymous. Developing competence requires specific knowledge. Initial efforts to identify training for SELACO WDB and partner staff revealed the following as beneficial topics: cultural competency and cultural humility.

Cultural Competency is the ability to understand and interact effectively with people from different cultures, backgrounds, and experiences. Recognizing one's own cultural beliefs, values and biases is also part of developing cultural competency.

Cultural humility is the lifelong process of learning about one's own and different cultures and about respecting each person's unique experiences.

As the workforce development system has become more focused on issues of equity, diversity, and inclusion, cultural competency is taking on new relevance. Culturally aware individuals are more likely to recognize and address biases (conscious and unconscious) and microaggressions, and barriers to diversity and inclusion that can lead to discrimination.

Topics that support staff in developing cultural competency and humility, include:

- Understanding culture;
- Understanding cultural competency;
- Understanding cultural humility;
- The importance of cultural competency in the workplace;
- Factors and characteristics that affect one's cultural identity;
- Overcoming cultural barriers; and
- Actions for improving cultural competency.

Many of these topics have been addressed through funds available under Regional Plan Implementation 4.0 grants. With the funding, the SELACO WDB has procured two sets of training that will be made available to all staff. The first training is an introduction and facilitated conversation on the terms Diversity, Equity and Inclusion at the workplace. The second training is a three-day training that will yield certification for all staff on Diversity, Equity, and Inclusion with an emphasis on changing the culture in program design, outreach efforts and service delivery.

In addition, the SELACO WDB procured a consultant that will assist the SELACO WDB with the development of a SELACO WDB DEI mission statement, DEI plan and goal setting.

SELACO WDB will continue to identify opportunities to increase staff's cultural competency.

### ***Training to Increase Staff Understanding of the Impacts of Trauma***

Training in this area that has already been provided to staff has been linked to re-entry and justice-involved grants, such as SELACO WDB's state-funded Prison to Employment (P2E) program. Topics that have been addressed to date include:

- Trauma Exposure and PTSD in Justice-Involved Youth
- Trauma-Informed Services for Children, Youth and Families

In addition, SELACO WDB WIOA Title I staff, and key partners also received Larry Robbin's training titled "From Pink Slip to Paycheck" which assisted staff in understanding the trauma that Dislocated Workers experience when losing employment. The training also addressed youth and adult customers. Topics included:

- Understanding that because losing a paycheck, customers lose the “co-workers’ family” support, structure of life, sense of purpose, role of work as an anti-depressant, pride, and self-esteem.
- Staff also learned the stages of losing a job: Shock, Denial, Anger, Confusion, and Disorientation.
- In addition, staff explored different scenarios that can be applied to their career counseling such as “dos and don’ts – for example: treating everyone the same versus knowing that everyone is different with different barriers, needs and experiences; a cookie cutter approach does work in this system.

In the wake of the pandemic and the increase in rates of trauma experienced by customers, SELACO WDB is working more closely with mental health organizations, including the Los Angeles County Department of Mental Health, Tarzana Treatment Center, and the Los Angeles Centers for Alcohol and Drug Abuse.

### ***Identifying Training and Securing Training***

A variety of training programs and providers can be found online. However, many of these resources are costly. SELACO WDB will continue to conduct research to identify training dealing with issues of cultural competency and trauma.

During the development of the biennial modification to the Local Plan, SELACO WDB managers noted the following training that staff has received since the development of the PY 21-24 Plan:

- Community Resiliency Model: Cultural Sensitivity
- Unconscious Bias in the Workplace
- Mental Health First Aid
- Sexual Harassment and Abusive Conduct Prevention
- Diversity, Equity and Inclusion (DEI)
- The Legal Landscape: Harassment Prevention and DEI
- Centering Racial Equity in TANF
- Striving for Digital Equity
- Preparing WDBs to Advance Race, Equity, Diversity, Inclusion, and Belonging
- Mental Health 101
- Civil Rights

In addition, SELACO WDB makes available the Pacific Institute’s online “Achieving Balanced Well-Being” program that is designed to help individuals manage anxiety, set priorities, optimize performance, and achieve their best personnel and professional outcome.

### **Coordination of Rapid Response and Layoff Aversion Activities**

SELACO WDB’s Rapid Response services assist workers affected by business closures or downsizing. WARN notices, along with other announcements of significant numbers of workers being laid off, trigger SELACO WDB’s Rapid Response activities. Planning meetings with company officials and organized labor representatives, as applicable, are

scheduled to coordinate orientations and services needed for affected employees. On-site orientations are conducted by a team consisting of representatives from SELACO WDB, EDD, consumer credit counseling agencies, and other resource organizations, as needed. Workers receive job leads, information on recruitment events, labor market information, and descriptions of available training programs. Surveys are distributed to gather names, phone numbers, addresses, and interests of affected workers. Information is forwarded to the appropriate WDBs to facilitate their outreach to individuals who have been laid off.

### ***Layoff Aversion***

Based on the focus of WIOA, over the last several years, SELACO WDB has increasingly shifted the focus of services for distressed companies to proactive business retention and layoff aversion strategies. SELACO WDB's approach to Layoff Aversion includes a comprehensive strategy that includes a set of interventions, such as pre-feasibility studies (including COVID impacts on businesses), asset mapping, business turnaround services, Incumbent Worker Training, employment assessments, education/training, financial consultation, and employee recruitment. Layoff aversion strategies are put into action through an initial survey; needs assessments; identification of potential issues; and engagement with business service organizations. Regional jobs fairs hosted in partnership with by each SELACO WDB member city and local chambers, also serve as opportunities to meet directly with businesses' representatives and to identify where workforce system and allied interventions may prevent layoffs.

Several of the SELACO WDB Business Services team earned their "Certified Business Services Consultant" certification. This is designed to transform Business Services teams into high achieving, demand-driven consultants focused on customizing services to meet business needs. SELACO WDB will continue to encourage new team members to earn this valuable credential.

### ***Rapid Response Roundtable***

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 Roundtable has adopted the U.S. DOL's rapid response recommendations with regard to the provision of consistent, timely, and high-quality solutions and services for business and workers in addressing economic transition. 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.



***COVID-19 Adjustments to Rapid Response Services***

While COVID-19 vastly increased the number of workers who have been laid off, the pandemic has also re-shaped the ways in which rapid response services are delivered. SELACO WDB implemented a virtual Rapid Response orientation format that is accessible via hyperlink. A digital resources information packet is emailed to affected employees. As the pandemic has subsided, service delivery is now hybrid, with both in-person and virtual options available to staff and customers.

**Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs**

SELACO WDB offers a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in and around Los Angeles County. Training and services focus on preparing job seekers for career pathway employment in priority sectors that are outlined in the Los Angeles Basin Regional Planning Unit's PY 2021-24 Regional Plan.

***One-Stop Delivery System***

SELACO WDB operates one comprehensive AJCC which is centrally located in the eight-city local workforce development area. The AJCC is the principal portal to WIOA Adult and Dislocated Worker Program Services, offering basic career services, individualized career services, access to training services, and follow-up. In 2014, SELACO WDB, in partnership with EDD, initiated an integrated service delivery model, under which a unified initial registration and assessment process is used to determine how and by which programs job seekers are best served.

To supplement the brick-and-mortar operations of the AJCC, two other key strategies are utilized: virtual service delivery and service portability, through which staff take services to a wide range of locations in the community.

***WIOA Adult and Dislocated Worker Services***

The AJCC offers service along the three levels indicated above. These are supplemented by follow-up services. The content of these services includes the following:

Basic Career Services: Basic career services are made available to all individuals, and include:

- Determinations of eligibility;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- Workforce and labor market employment information;



- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

Individualized Career Services: Individualized career services are provided when they are needed for an individual to obtain or retain employment. AJCC staff rely principally on assessments to determine the need for and appropriateness of individualized career services. These services include:

- Comprehensive and specialized assessments;
- Development of an individual employment plan;
- Group and/or individual counseling and mentoring;
- Career planning (e.g., case management);
- Short-term pre-vocational services;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search assistance and relocation assistance; and
- English language acquisition and integrated education and training programs.

In November 2022, the Southeast Los Angeles County Workforce Development Board (SELACO WDB) implemented a customer follow-up pilot led by the Compliance Department. The CareerHub platform was used to introduce the SELACO WDB customer service team to strategic outreach techniques using a survey format that engages participants and captures employment status. All critical elements to ensuring WIOA performance measures are met! The CareerHub pilot implements communications strategies to reach customers after the completion of services.

Training Services: SELACO WDB provides access to a wide range of training programs, which fall broadly into two types: institutional (classroom) training programs, and work-based training programs, which are developed directly with employers and include activities such as on-the-job training, transitional jobs, or customized training. These services include:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training

- Transitional jobs
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer.

As the biennial modification to the Local Plan was being developed, SELACO WDB leadership noted that staff is working with adult education providers and businesses on the development of new training strategies, including apprenticeships and skills upgrade training for incumbent workers. Several of these initiatives are focused on careers in healthcare.

The precise services provided to job seekers enrolled in SELACO WDB's WIOA Adult and Dislocated Worker Programs reflect individual needs and are determined as a result of a comprehensive assessment process and development of an individual employment plan, which is developed in collaboration with program staff.

### ***SELACO WDB's Specialized and Innovative Services for Adults and Dislocated Workers***

The foregoing slate of WIOA Title I services is supplemented by a variety of specialized programs and services to support the employment needs and career objectives of adults and dislocated workers served by SELACO WDB. Examples of such programs and initiatives (some of which have been completed, while others are ongoing) include:

COVID-19 Relief Fund Program: In response to extensive worker displacement that has occurred as the result of the pandemic, SELACO WDB administered a COVID-19 Relief Funds grant, which made available \$800 payments to hundreds of displaced workers. This project has been completed.

Training Program Targeted to Machinists Displaced as a Result of the Pandemic: As manufacturing businesses furloughed workers, such as machinists, many opted to participate in training that resulted in an industry-recognized credential. These certifications sought to make workers more competitive in the post-pandemic economy. This project has been completed.

AJCC Workspace for Online Learners: During the height of the pandemic, many individuals participating in online training had limited web access and lacked suitable learning environments at home. SELACO WDB remained open to customers on a "by appointment" basis throughout much of the pandemic. Participants engaged in online learning were allowed to reserve socially distanced workspaces to participate in their virtual classes. As social distancing requirements have subsided, a program to loan computers and, based on need, purchase devices has been implemented.

Calbright College IT Training Pilot Program: SELACO WDB was one of a small number of WDBs that participated a pilot pre-IT training program offered by Calbright College, California's only fully online community college. Under the pilot, participants in SELACO WDB programs were allowed to enroll in a short-term "pre-IT" course that prepared them

for more rigorous training to qualify for high-demand technology jobs. At the time the biennial modification to the Plan was developed, the project was completed.

Tandem Workshop Training in Partnership with EDD: In response to COVID, EDD moved its workshops (e.g., job search assistance, labor market information) online. SELACO WDB referred customers to these workshops, which provide basic information needed by many job seekers. SELACO WDB staff designed and implemented a series of workshops with more in-depth information that complement EDD's offerings. As of late 2022, many of these workshops are again being offered in person. Job seekers desiring more in-depth information are scheduled for these sessions.

Home2Employment and The Whole Child Pilot: SELACO WDB is currently receiving Measure H funding to explore a pilot project that supports building a bridge program that effectively moves participants enrolled in the family housing program at The Whole Child to the SELACO WDB job readiness and placement services. While participants are securing Section 8 housing, they can co-enroll in WIOA to concurrently secure employment. During this four-month pilot project, SELACO WDB is providing on-site orientations, enrollments, and support services to WIOA co-enrolled participants. Throughout the pilot funding, participants have an opportunity to attend workshops, complete an individual employment plan, and access support services and incentives, as they meet job readiness and retention goals.

Healthcare Incumbent Worker Training (IWT): Kaiser Permanente hospitals have developed a curriculum that moves current employees into nursing positions. Incumbent workers who are currently in janitorial or other non-medical positions can participate in specialized training that will help them learn medical skills, secure higher wages, and fill vacant positions. SELACO WDB plans to support this training initiative with WIOA IWT funds. Kaiser operates two hospitals within the SELACO WDB service area: Downey and Bellflower.

Foster2SocialWork (F2SW) Career Academy For Targeted Sectors (CATS) Extension: The Foster2SocialWork (F2SW) Program is a collaboration between SELACO WDB and National Association of Social Workers, California (NASW-CA). SELACO WDB has partnered with NASW-CA to offer foster and/or former foster youth ages of 18-24 the opportunity to explore a career pathway into the field of Social Work, while also gaining work readiness skills. This program involves a 2-week boot camp, in which participants explore the truths and myths of social work, the educational path to becoming a Social Worker, and how to become successful in the field of Social Work. After the completion of the bootcamp, participants are given the opportunity to receive a Paid Work Experience in the field of Social Work. Through this program, participants can gain work readiness skills, learn more about the Social Work field, and get hands-on experience in the field. The objective of the project is for participants to enter an education pathway to becoming a Social Worker

SELACO WDB Boots on Ground Initiative: In an effort to re-connect with our partners and the public following COVID-related shutdowns, SELACO WDB has begun the "Boots on

Ground" initiative. The Boots on Ground team seeks to ensure that everyone in the community has equal access to resources available to them to help them grow, whether it be through career advancement or career exploration and education. SELACO WDB staff is participating in virtual and in-person orientations at partner sites and plans to be out-stationed at locations in each city. This is already in place at Hawaiian Gardens. The boots on ground team will also focus on outreach using social media platforms with the hope of increasing awareness within the Southeast Los Angeles region.

Ready, Willing and ABLE: SELACO WDB is collaborating with DOR and the Institute for Workplace Skills and Innovation (IWSI) on "Ready, Willing and ABLE," an exciting new mentored apprenticeship program which will help persons with disabilities to access apprenticeship pathways and secure exciting full-time careers.

### **Priority of Service**

SELACO WDB enforces WIOA priority of service requirements in accordance with agency policy, which specifies:

*As stated in the WIOA Section 134(c)(3)(E), with respect to individualized career services and training services funded with WIOA adult funds, priority of service must be given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.*

*Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population.*

*Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGL 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:*

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

### **Services and Activities Available under WIOA Title I Youth Program**

SELACO WDB's Youth program serves WIOA-eligible individuals ages 14 to 24, offering a wide variety of services that are customized to the needs and preferences of each participant. WIOA Youth Program services are coordinated with WIOA Adult services provided by the AJCC and other locally available resources.

### **WIOA Youth Programs and Providers**

SELACO WDB is the direct provider of services to youth and young adults under the WIOA Out-of-School Youth (OSY) Program. SELACO WDB competitively procures

services from local education agencies for the WIOA In-School Youth (ISY) Program. Overviews of these programs are provided below.

### ***Youth Services***

SELACO WDB's WIOA Youth Programs provide all 14 of the following WIOA-required youth elements:

1. Tutoring, study skills training and instruction leading to secondary school completion or attainment of an equivalency credential;
2. Alternative education;
3. Paid work experience;
4. Occupational skills training;
5. Education offered concurrently with workforce preparation;
6. Leadership development opportunities;
7. Supportive services;
8. Adult mentoring;
9. Follow-up services;
10. Comprehensive guidance and counseling;
11. Financial literacy education;
12. Entrepreneurial skills training;
13. Services that provide labor market information, and
14. Postsecondary preparation and transition activities.

In-School Youth Program: The focus of the ISY program, which is delivered by local school districts, is on:

- Tutoring, study skills training, and instruction for the purpose of dropout prevention and drop out reengagement;
- Basic skills/remedial education; and
- Work experience activities linked to academic and/or occupational training.

Participants take part in service planning and receive counseling, case management, and guidance. They may also receive or participate in leadership development, mentoring, support services, and occupational skills training.

Out-of-School Youth Program: Youth and young adults ages 16 to 24 who participate in the OSY program have access to all WIOA required youth elements. These are embedded in the design of SELACO WDB's unique Career Academy for Targeted Sector (CATS) program, which is designed to offer young adults opportunities to establish a career path to successful employment. Participants learn about the industry sectors which show the greatest potential for a long-term career. A CATS "boot camp" provides participants with a rich combination of information, instruction, and services that includes labor market information with a focus on high-demand occupations; paid work experience; on-the-job training; job shadowing; industry-focused field trips; and entrepreneurial training.



***Opportunities for Enhancement of WIOA Youth Programs***

Youth program staff and SELACO WDB management recognize that improvements to Youth Program design that have been made over the last several years (such as the implementation of CATS and greater coordination with EDD-managed youth programs) have made content more robust and provide richer learning and expanded employment opportunities for youth. Within the four-year plan cycle, SELACO WDB will work to more fully connect youth services with the full range of local workforce system partners and resources.

***Collaboration with the Youth Employment Opportunity Program***

SELACO WDB's WIOA Youth Program collaborates with EDD's Youth Employment Opportunity Program (YEOP), which helps youth, ages 15 through 25, achieve their educational and vocational goals through a variety of specialized services in education, assessment, and peer advising. This program's mentorship approach and peer-to-peer career counseling service delivery model have proven to be effective in assisting hundreds of high school dropout youth to engage back in education, achieve vocational goals, and become independent and self-sufficient.

***Services to Increase the Digital Skills of Youth***

Overall, we find that youth and young adults participating in WIOA Youth programs come in with strong foundational skills in the use of technology. Even when exposed to software and web applications with which they are not familiar, their learning curve tends to be short. Still, there are some youth and young adults who need instruction in the use of specific applications. We respond to youths' digital learning needs in several ways:

- Embedding digital instruction (e.g., videoconferencing) content into employment preparation workshops;
- One-on-one tutoring by WIOA Youth Program staff;
- Peer-to-peer support;
- Partnerships with community-based programs, such as Learn4Life, which provides instruction in digital skills;
- Referrals to adult education programs which offer various tiers of instruction in digital technology skills; and
- A laptop loan program to enable online learning.

SELACO WDB considers digital skills competency a priority for youth and young adults participating in WIOA Title I programs.

***Serving Youth with Disabilities***

SELACO WDB's WIOA Youth program ensures that all participants, including youth with disabilities, receive the same types and quality of services and level of support to achieve their career planning, education, skills training and employment goals. To ensure that services for individuals with disabilities meet youths' full range of needs, WIOA staff may collaborate with DOR, instructors and staff from local special education programs, and community-based organizations to develop effective service strategies. DOR continues

to emphasize youth within its service structure, thereby bringing more value to collaborations with WIOA and system partners around youth services.

As described in Section III.C. SELACO WDB is poised to begin work with Local Partnership Agreement agencies on the development of competitive integrated employment opportunities. SELACO WDB anticipates that many individuals for whom CIE goals are established will be young adults and that some of those served will be co-enrolled in WIOA.

<b>Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities</b>
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The agreement between the Elected Official Policy Board of Southeast Los Angeles County Local Area and the Workforce Development Corporation of Southeast Los Angeles County, Inc. (the legal name of the SELACO WDB) includes among the roles of the WDB that of “fiscal agent” as defined by WIOA. Furthermore, the Agreement documents a process whereby funds are allotted upon approval of the Local Board, supported by a Board Resolution, providing the Executive Director signatory authority.

SELACO WDB procures the AJCC Operator/OSO, WIOA In-School Youth Program providers, and all other projects identified by the Board using, an open and competitive request for proposals process. Effective as of Program Year 2020-2021, competitive procurement will take place every three years, except in cases where a funding source or regulation prescribes a different pattern, as is the case with the AJCC/OSO for which procurement is required every four years.

<b>How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers</b>
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The AJCC/OSO function is delivered by a competitively procured contractor, while the responsibilities of the Career Services Provider function are met directly by SELACO WDB staff.

### ***AJCC Operator***

SELACO WDB properly procured The PRAXIS Group as the OSO for the AJCC and the one-stop system partners.

The OSO’s Scope of Work outlines the following roles and responsibilities:

- In conjunction with appropriate SELACO WDB staff, coordinate partners’ activities as described in negotiated cooperative agreements/memoranda of understanding (MOUs) and resource sharing agreements with all WIOA-mandated partners.
- Act as liaison between the SELACO WDB and AJCC partners to resolve disputes, address grievances, and identify any changes that may be needed to partner agreements.
- Convene and facilitate quarterly partner meetings to promote effective communication in the delivery of services such as partner collaboration, process improvement, and

partners' implementation of recommended changes that have been identified by the System Management Team (SMT), which includes representation by the WIOA-mandated partners.

- Support general coordination of Integrated Service Delivery teams.
- Identify needs for AJCC partner coordinated activities, such as equipment, resources and aesthetics.
- Support partners in their work to implement SELACO WDB's AJCC strategic initiatives through the delivery of integrated services.
- Work with the SMT to designate, implement, and maintain appropriate customer flow for AJCC shared services.
- Assess, develop, and generate a SELACO WDB AJCC system quarterly report that accurately reflects/measures partner activity, AJCC traffic, co-enrollments, success stories, referrals, and outcomes.

### ***Career Services Provider***

The Adult and Dislocated Worker programs' career services provider function is fulfilled directly by SELACO WDB. In the mid-1990s, while operating under the Job Training Partnership Act program, SELACO WDB began to phase out the use of contractors for the delivery of workforce services to adult job seekers. With the national implementation of the one-stop career center model that was ushered in with the enactment of the Workforce Investment Act of 1998, SELACO WDB's transition to the role of service provider was complete. Initially, the decision to deliver services was driven by the recognition that board staff had a comprehensive understanding of the local labor market and workforce. Over the years, as SELACO WDB continued to function as the service provider, staff's capabilities have grown stronger. In the Board's 2021 AJCC Adult and Dislocated Worker Career Services Provider Application to the California Workforce Development Board, SELACO WDB provided a clear picture of its capacity to continue in the service provider role, which highlighted nearly three decades of experience, effective local and regional partnerships, staff's extensive training and qualifications, a long history of performance achievement, and a track record of innovation in the design and implementation of workforce services.

**V. CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24**

Based on discussions held throughout the planning process leading to the development of SELACO WDB's original PY 21-24 Local Plan, the following topics were identified as priorities for further exploration, development, and/or enhancement as the SELACO WDB and the partners implement the Local Plan.

***Job Seeker Services***

- Support the investment in foundational skills for all workforce system participants.
- Identify ways to more creatively and effectively utilize mentoring, job coaching, and navigation to promote job seekers' success in career planning, workforce preparation, and employment.
- Develop strategies to more effectively teach customers about job retention and career advancement skills.

***Services for Business Customers***

- Use the language of business when communicating with businesses.
- Expand the use of business needs assessments to focus on the changing needs of companies for talent. Prioritize businesses within Southeast Los Angeles County and in the region's target sectors, but also include businesses within surrounding areas where SELACO WDB participants are likely to work.
- Examine the needs of businesses for training in "new employee onboarding" skills.
- Expand the menu of services available to small businesses.

***Training and Skills Development***

- Continue to shift the focus of workforce programs from "jobs" to career pathways.
- Establish a mechanism to more effectively transmit to community college and adult education partners business intelligence that could be used to enhance curriculum development.
- Identify methods to more effectively utilize WIOA work-based learning as a bridge from classroom skills training to work.

***Use of Technology to Support System Services***

- Offer workforce services through a combination of in-person and online delivery.
- Explore options to develop service-by-service virtual equivalents to in-person AJCC services.
- Effectively utilize social media to promote the local workforce system and deliver information and services to customers.
- Identify options, whether securing alternate grant funding or supporting policy change, that will enable SELACO to purchase hardware for participants who need it.

***Partnership-Focused Strategies***

- Identify opportunities to provide information to the K-12 education system to inform middle and high school guidance activities about local jobs and careers.
- Expand workforce system partnerships to include mental health service delivery.

- Expand the use of WIOA Title I Youth programs funds to assist youth and young adults seeking services under the WIOA Section 166 Indian and Native American Program.
- Finalize negotiations with L.A. County Department of Child Support Services regarding an MOU to guide referral between the two agencies.

***Other Priorities***

- Leverage lessons of the pandemic, particularly with regard to organizational assets and deficits.
- Commit to using customer-centered design to improve every aspect of service delivery.
- Articulate and communicate SELACO WDB's role as a broker of myriad services that benefit businesses and job seekers.
- Identify and secure additional staff training on working with persons with disabilities.

SELACO WDB will continue to focus on the foregoing priorities throughout the remaining period covered by the PY 21-24 Local Plan.

In developing the biennial modification to the Plan, additional input on the local workforce system was sought from various stakeholders. Recommendations provided include:

- To accelerate progress in key areas, replicate strategies from proven models developed across the nation.
- Continue to expand partnerships with organizations and programs that can support and provide resources for SELACO WDB customers.
- Identify opportunities for funding to support program development, service delivery, and projects focused on target industries and populations.
- Develop strategies and approaches to effectively promote non-traditional candidates to businesses seeking workers.
- Expand strategies that are uniquely effective in supporting key target groups, including non-traditional workers.
- Continue to expand community-based approaches by bringing workforce information and services to locations that are most convenient for job seekers and businesses.
- Working with business, education, and labor partners, continue to develop apprenticeship programs that address key workforce shortages in demand industries and occupations.
- Develop strategies to connect job seekers to employment opportunities beyond the local labor market when remote work is appropriate to the candidates' career goals.
- Given changing attitudes about jobs and careers among younger workers, identify strategies to address their priorities.
- Expand strategies to provide more "just in time" services to address the evolving post-pandemic needs of businesses.
- Continue to test new approaches to communicate the availability of workforce system services to Southeast Los Angeles County businesses of all types and sizes.



- Adopt a more consultative approach to working with businesses, helping them to assess strategies that best meet their needs.
- Develop strategies to support businesses in becoming “trainers” capable of providing customized skills instruction to both new employees and members of the existing workforce.
- Develop additional resources to assist job seekers to better understand career opportunities and preparation necessary to enter various fields.

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**VI.****APPENDICES**

The following Items are included as part of the Local Plan.

- Attachment 1: Stakeholder and Community Engagement Summary  
Attachment 2: Public Comments Received that Disagree with the Local Plan  
Attachment 3: Signature Page

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### Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the PY 2021-24 Local Plan, SELACO WDB hosted a series of two community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

Strengthening the Role of the AJCC as an Access Point for all System Partners and Programs: How can the AJCC be more effectively promoted and used as a central access point for all local workforce system services?

This forum was held via Zoom on February 2, 2021.

Improving Workforce System Services: How can workforce system services be made more effective and relevant for all customers, including vulnerable populations that have been underserved by traditional programs?

This forum was held via Zoom on January 21, 2021.

In addition, a planning discussion centered on “vision” was held with the members of the Workforce Development Board during their meeting on December 17, 2020.

Where necessary, agency-to-agency discussions were held with various partners and stakeholders to collaborate between their programs and those of SELACO WDB. Such discussions were conducted via Zoom and included meetings with:

- PAACE (the adult education consortium) on January 12, 2021
- UAll on January 12, 2021

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<ul style="list-style-type: none"> <li>• Email distribution list</li> <li>• Posting with city clerks</li> <li>• Posting on website</li> <li>• Constant contact</li> <li>• Public announcement published in Press Telegram.</li> <li>• SELACO WDB Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• SELACO WDB Board</li> <li>• SELACO WDB Policy Board (Local Elected Officials)</li> <li>• SELACO SMT Partners</li> <li>• Employers</li> <li>• City managers</li> <li>• Chamber of Commerce</li> <li>• Community Based Organizations</li> </ul>	<ol style="list-style-type: none"> <li>1. Stakeholder Forum 12/17/2020: 32</li> <li>2. Stakeholder Forum 1/21/2021: 29</li> <li>3. Stakeholder Forum 2/2/2021: 32</li> <li>4. WDB Board of Directors Meeting 3/25/2021</li> <li>5. WDB Policy Board (Local Elected Officials) Meeting 4/20/2021</li> </ol>	<p>SELACO held 3 stakeholder forums inviting members of the public to comment on and provide input on key topics of SELACO's local plan.</p> <p>SELACO WDB published a public announcement in the Press Telegram and on the website. The announcement was also sent to key stakeholders</p>

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
			<p>via email.</p> <p>SELACO's Board of Directors and Policy Board (Local Elected Officials) were informed of SELACO's Local and Regional Plans at their regular scheduled meetings and the public comment period during which they are encouraged to review and provide comments on both plans.</p> <p>Links to recording of stakeholder forums and meetings are available upon request.</p> <p>Lists of all that were invited to the forums and meetings are available as well as rosters of those that attended.</p> <p>Copies of SELACO's Local Plan and the Regional Plan were made available to members of the public through a link to the documents shared via email and published public announcement.</p>

As part of the development of the biennial modification to SELACO WDB's PY 21-24 Local Plan, the following two planning and input sessions were held.

Joint Planning Retreat of the SELACO Workforce Development Board and the SELACO WDB Policy Board: A special joint planning session of the WDB and the SELACO WDB Policy Board (which is made up of elected officials appointed by each of the eight member cities) was held to review priorities established in the PY 21-24 Local Plan and to identify current and projected workforce issues within the SELACO WDB service area and in surrounding communities.

This session was held at the Mayne Events Center in Bellflower on October 20, 2022.

Community and Stakeholder Forum on “Economic Recovery and the Role of the Workforce System:” This session sought input on the various ways that SELACO WDB, the AJCC, and all local workforce system partners can assist job seekers, incumbent workers, and businesses in returning to or surpassing pre-pandemic employment levels.

This in person session was held at SELACO WDB headquarters on November 17, 2022.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<ul style="list-style-type: none"> <li>Email distribution list</li> <li>Posting with city clerks</li> <li>Posting on website</li> <li>Constant Contact</li> <li>SELACO WDB Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>SELACO WDB Board</li> <li>SELACO WDB Policy Board (Local Elected Officials)</li> <li>SELACO SMT Partners</li> <li>Employers</li> <li>City Managers</li> <li>Chambers of Commerce</li> <li>Community Based Organizations</li> </ul>	<ol style="list-style-type: none"> <li>October 20, 2022: 38</li> <li>November 17, 2022: 26</li> </ol>	<p>SELACO held 2 stakeholder forums inviting members of the public to comment on and provide input on key topics of SELACO's local plan.</p> <p>SELACO WDB posted a public announcement making the draft Plan available for public comment at each of its eight cities' city hall and on SELACO's website. The announcement was also sent to key stakeholders via Constant Contact.</p> <p>SELACO's Board of Directors received a copy of the draft Plan at their meeting held on January 26, 2023. Board members were encouraged to review and comment on the draft Plan.</p> <p>The State required 30-day public comment period began on January 27<sup>th</sup> and ended on February 26<sup>th</sup>. A public hearing was also held at the SELACO office to allow members</p>



			<p>of the public to comment on the draft Plan.</p> <p>The final Plan was presented to the Policy Board (Local Elected Officials) at their meeting held in April.</p> <p>Links to recording of stakeholder forums and meetings are available upon request.</p> <p>Lists of all that were invited to the forums and meetings are available as well as rosters of those that attended.</p>
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**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PY 21-24 LOCAL  
PLAN AND THE 2023 BIENNIAL MODIFICATION**

No public comments were received during the 30-day public comment period for the PY 21-24 Local Plan.

DRAFT

**SIGNATURE PAGE**

The following signatures represent approval of the 2023 Biennial Modification to the PY 21-24 Local Plan by the Southeast Los Angeles County Workforce Development Board and the Chief Elected Official for the Southeast Los Angeles County Local Workforce Area.

For the **Southeast Los Angeles County Workforce Development Board:**

Larry Wehage, Board Chair	Date

For the **Southeast Los Angeles County Local Workforce Area**

Jeff Wood, Policy Board Chair	Date