

**POLICY BOARD
MEETING**

**June 15, 2021
Tuesday**

12:00 Noon

AGENDA

A Meeting of the SELACO Workforce Development Policy Board

Executive Board Room
Lakewood City Hall
5000 Clark Avenue
Lakewood, CA

OR via Zoom

<https://zoom.us/j/91013055093>

Meeting ID: 910 1305 5093

Passcode: 538921

12:00 noon, Tuesday, June 15, 2021

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

Member Rene Trevino, Mayor, City of Artesia
Member Naresh Solanki, Councilmember, City of Cerritos
Member Blanca Pacheco, Mayor Pro Tem, City of Downey
Member Jesse Alvarado, Council Member, City of Hawaiian Gardens
Member Tony Ayala, Vice Mayor, City of Norwalk
Member Peggy Lemons, Mayor, City of Paramount
Vice Chairman Sonny Santa Ines, Council Member, City of Bellflower
Chairman Jeff Wood, Mayor, City of Lakewood

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

- | | |
|--|--------|
| A. Approval of the Minutes of the Policy Board meeting of April 20, 2021 | Page 1 |
| B. WDB Attendance Roster | 7 |
| C. Program Report for 07/01/20-4/30/21 | 9 |

SELACO Workforce Development Policy Board Agenda

June 15, 2021

Page 2 of 2

7. Business Session
 - A. Report from the WDB Executive Director
 - B. Consideration of Annual Appointments to the Workforce Development Board 33
 - C. Regional and Local Plans for Program Year (PY) 2021-2024 34
 - Los Angeles Basin Regional Planning Unit Regional Plan 35
 - SELACO WDB's 4-Year Local Plan 64
8. Information Items
 - A. EDD Economic Summary 2021 108
9. Interesting Correspondence
 - A. Success Stories 110
10. Items from Staff
11. Board Member Comments
12. Adjournment to August 17, 2021

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

MINUTES

A MEETING OF THE WORKFORCE DEVELOPMENT POLICY BOARD OF SOUTHEAST LOS ANGELES COUNTY (Meeting Held via Zoom)

April 20, 2021

12:00 noon

SELACO WDB Offices
10900 E. 183rd Street
Suite 350
Cerritos, CA

CALL TO ORDER

The Policy Board Meeting was called to order by Chairman Jeff Wood at 12:03 p.m.

PLEDGE OF ALLEGIANCE

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

ROLL CALL

POLICY BOARD MEMBERS PRESENT: Jeff Wood, Lakewood, Chairman; Sonny Santa Ines, Bellflower, Vice Chairman; Rene Trevino, Artesia; Naresh Solanki, Cerritos; Blanca Pacheco, Downey Jesse Alvarado, Hawaiian Gardens; Tony Ayala, Norwalk; Peggy Lemons, Paramount.

POLICY BOARD MEMBERS ABSENT: None.

OTHERS PRESENT: Jack Joseph, Policy Board Administrator/Policy Director; Mark Dameron, SELACO WDB Chair; Yolanda Castro, SELACO WDB Executive Director; Kay Ford, SELACO WDB Deputy Executive Director; Carol Davis, SELACO WDB Human Resources Administrator; Chau Diep, SELACO WDB Director of Finance; SELACO WDB Career Center Manager.

PUBLIC COMMENTS

There were no public comments.

CONSENT CALENDAR

- A. Approval of the Minutes of the Joint Policy Board and WDB Executive Committee Meeting of February 23, 2021

B. WDB Attendance Roster

C. Program Report for 07/01/20-2/28/21

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

BUSINESS SESSION

A. Report from the WDB Executive Director

WDB Executive Director Yolanda Castro shared a video produced by the National Association of Workforce Boards on “What Is a Workforce Board?”.

Ms. Castro said that SELACO is now operating at 40% of capacity (up to 52 staff members and customers on site. She said they are still seeing customers by appointment. She said in May they will move to 50% of capacity, with a target of re-opening to full capacity in July. Ms. Castro said EDD is scheduled to be on board on May 3rd. She said they still won't turn away walk-ins.

Ms. Castro reported that the Local and Regional plans were released for comments on March 26th. She said the comment period ends on Monday, but thus far no comments had been received.

Ms. Castro introduced Corina Coronel, SELACO's Manager of Career Services, who with Evangelina Arroyo put together a group of staff called “Change Makers” to build a plan to serve customers. As a result of their work on this initiative they received an award from the California Workforce Association. Ms. Castro reported that the Small Business Revitalization Grant Program is wrapping up, having distributed pretty much all of the funds. She said she would have a final report at the next Policy Board meeting.

Finally, Ms. Castro reported that the \$1.9 trillion in the American Rescue Plan of 2021 has all been targeted to states and cities, but no funding is included for workforce boards. She said she has reached out to the cities to let them know how SELACO may assist them with their funding.

B. Consideration of Annual Appointments to the Workforce Development Board

The Policy Board Administrator reported that the Hawaiian Gardens City Council would be considering the nomination of Microsoft General Manager Tim Ryder to fill a vacancy for a private sector representative from Hawaiian Gardens. He said the Policy Board could appoint Mr. Ryder contingent on approval by the Hawaiian Gardens City Council

so that he would not have to wait until after the June Policy Board meeting to join the WDB.

It was moved by Member Alvarado, seconded by Member Lemons, to appoint Tim Ryder to the Workforce Development Board to fill the vacancy for a private sector representative from Hawaiian Gardens, subject to approval by the Hawaiian Gardens City Council, to a term ending June 30, 2023. The motion was approved unanimously.

C. Approval of SELACO WDB Local Area Subsequent Designation and Local Board Recertification Application for Program Year 2021-23

The Executive Director presented the application for recertification of the SELACO Workforce Development Board with no changes to the service area of the eight cities. She said the recommendation was to approve the application for signature.

Vice Chairman Santa Ines asked what the consequence is of the lack of labor organization representation on the Board. The Executive Director responded that it is the responsibility of the California Labor Federation to fill those seats and as long as we are on record as reaching out to the Labor Federation for appointments there should be no negative consequences.

It was moved by Member Lemons, seconded by Member Alvarado, to approve the application that has been prepared for recertification of the SELACO Workforce Development Board with no changes to the current service delivery area of the eight cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk, and Paramount. The motion was approved unanimously.

D. SELACO WDB Annual Audit Report for Fiscal Year 2019-2020

The Executive Director presented the annual audit report for Fiscal Year 2019-20 which reported no findings or questioned costs in the period audited. Vice Chairman Santa Ines thanked the WDB Chair and staff for their good work.

It was moved by Vice Chairman Santa Ines, seconded by Member Solanki, to approve the audit report for Fiscal Year 2019-20. The motion was approved unanimously.

E. Selection of Auditing Firm

The Executive Director reported that two releases of a Request for Proposals (RFP) for services of an independent auditor for the period of July 1, 2020, through June 30, 2023, had resulted in only one response despite the significant outreach that staff had conducted. The one response received, from Lance, Soll, and Lunghard LLP was in the amount of \$46,000, a significant increase over the \$27,945 fee charged by Craig Accountancy, the WDB's current auditor. She explained that Craig Accountancy had not submitted a proposal because it was the intention of John Craig to retire.

The Executive Director reported that staff had confirmed that similar auditing services cost the South Bay WDB \$25,000 and the California Workforce Association \$18,000. She reported that she had reached out to Craig Accountancy and that Mr. Craig had agreed to accept a final one-year contract at the current rate to conduct the audit for Fiscal Year 2020-21. She said her recommendation was for the Policy Board to approve the retention of Craig Accountancy for one additional year at the existing rate while staff continues to search to secure a new auditor to meet SELACO's needs at a reasonable cost for the next program year. She asked for two members of the Policy Board to assist in reaching out to auditing firms to perform those services.

Vice Chairman Santa Ines and Member Trevino indicated that they would be willing to assist in the search for prospective auditing firms.

It was moved by Vice Chairman Santa Ines, seconded by Member Trevino, to approve extending the existing contract with Craig Accountancy to perform audit services for Fiscal Year 2020-21 and to appoint Vice Chairman Santa Ines and Member Trevino to assist staff in reaching out to prospective audit firms. The motion was approved unanimously.

F. Approval of SELACO WDB Budget Modification for Program Year 2020-2021

The Executive Director reviewed the modifications to the Program Year 2020-21 Budget approved by the WDB and asked for the Policy Board's approval. She said net revenue increases of \$706,700 came from \$928,851 in new funding from three sources: \$100,000 from a new grant for a Homeless Employment Project in collaboration with the Gateway Cities COG; \$810,300 in additional funding from Los Angeles County for the Youth at Work Project and two other projects; and \$18,551 from the Transitional Subsidized Employment and Bridge Youth grants. These new sources offset total revenue decreases of \$222,151 in other funding sources.

Ms. Castro said total expenditures increased by a net of \$423,541, most significantly the result of an increase of \$560,631 in total training and support services due to the additional funds received from the County for the Youth at Work Project and the Homeless Project. She asked for approval by the Policy Board of the budget modifications.

It was moved by Member Pacheco, seconded by Member Lemons, to approve the budget modification for Program Year 2020-21 as submitted. The motion was approved unanimously.

INFORMATION ITEMS

A. Grant Transmittal: CWDB Accelerator Fund 9.0 Grant

The Executive Director reported on the joint application of the SELACO WDB, South Bay WDB, Hospital Association of Southern California, Health Impact, and Downey Adult School for a \$500,000 grant to establish an apprenticeship model that will allow access to high demand and high wage positions in the specialty nursing sector. SELACO's funding from the grant, if approved, would be \$154,500.

B. EDD Economic Summary 2020

The Executive Director reviewed an economic summary report produced by the Employment Development Department which illustrated the economic trends for 2020 in the SELACO, County, State, and National labor markets, including unemployment rates and industry sector rankings.

C. WIOA Section 188 Annual Compliance Monitoring Review

The Executive Director shared the letter received from EDD which certified that SELACO had met all applicable WIOA requirements concerning nondiscrimination and equal opportunity provisions.

INTERESTING CORRESPONDENCE

A. Success Stories

The Executive Director shared recent success stories involving job seekers from Paramount, Long Beach, and Downey.

ITEMS FROM STAFF

There were no items presented.

BOARD MEMBER COMMENTS

Chairman Wood acknowledged Member Solanki's and Member Lemon's terms as Mayors in Cerritos and Paramount. He expressed his appreciation for the grant opportunities to businesses in the Small Business Revitalization Grant Program. He asked that the Policy Board adjourn the meeting in memory of former Lakewood Mayor and Councilmember Wayne Piercy, who recently passed away. Councilmember Piercy had a long record of service on the Lakewood City Council in the 1970's, 1980's, and 1990's.

Member Solanki said that the Cerritos City Council would be selecting a new Mayor on Thursday of this week.

Member Lemons said that it had been a very trying and interesting year as Mayor and that she would continue to serve as Paramount's representative on the Policy Board.

Member Trevino congratulated Chairman Wood on his election as the new Mayor in Lakewood and acknowledged Member Solanki who will be completing his term as Mayor in Cerritos. He said Artesia is emerging from Covid okay. He said thanks to the Sheriff they have been able to get the vaccine administered in Artesia.

Member Pacheco congratulated Chairman Wood and all the other great mayors. She said Downey is coming out of Covid slowly but surely. She said she was glad to have been present at both Small Business Revitalization grant presentations in Downey.

Member Alvarado wished Member Pacheco a Happy Birthday. He said he is excited that the Hawaiian Gardens Casino is re-opening at 25% capacity. He said 70% of the City's revenue comes from the casino. He said they are vaccinating about 200 people daily in Hawaiian Gardens.

Member Ayala congratulated Chairman Wood on his election as Mayor. He said the City of Norwalk has entered into a partnership with a hospital in town to get out vaccinations.

Vice Chairman Santa Ines congratulated Chairman Wood on his election as Mayor, and thanked Member Solanki and Member Lemons for their service as Mayor in their cities. He reported on the homeless situation in Bellflower and said he had been invited last week to speak to the Odd Fellows who thanked the City for what it has done with regard to the homeless situation in Bellflower.

ADJOURNMENT

It was the consensus of the Policy Board to adjourn in memory of former Lakewood Mayor and Councilmember Wayne Piercy at 1:07 p.m.



**SELACO WDB Board of Directors
Attendance Roster – PY 20/21**

Board Members	7/23 2020	9/24 2020	10/22 2020	1/28 2021	3/25 2021	5/27 2021						
1. Blanco, Peter Rehabilitation Organization	Appointed by Policy Board on 10/20/20			X	A	X						
2. Castellanos, Allison Business Representative – City of Lakewood	X	X	X	AE	X	AE						
3. Crespo, Leonard Business Representative City of Paramount	X	X	X	X	X	A						
4. Dameron, Mark Chair Business Representative – City of Lakewood	X	X	X	X	X	X						
5. Dertick, Joseph Business Representative – City of Norwalk	X	X	X	X	X	X						
6. Drake, Aaron Vice Chair Business Representative – City of Bellflower	X	X	X	X	X	X						
7. Espitia, Ben Secretary/Treasurer Labor Organization	X	X	X	X	X	X						
8. Gomez, Belle Education Entity	X	X	X	X	X	X						
9. Gutierrez, Liza Marie Business Representative - City of Hawaiian Gardens	A	A	A	A	A	A						
10. Kucera, Kevin Labor Organization	AE	AE	AE	AE	AE	AE						
11. Levine, Barbara Economic Development	X	X	X	X	X	X						

Board Members	7/23 2020	9/24 2020	10/22 2020	1/28 2021	3/25 2021	5/27 2021					
12. Lugo, Julia Public Employment Service	X	X	X	X	X	A					
13. McGehee, Shannon Business Representative City of Paramount	X	X	A	X	X	A					
14. Nam, Leila Business Representative City of Artesia	A	X	X	X	X	X					
15. Patel, Vijay Business Representative – City of Downey	X	X	X	AE	X	A					
16. Polley, Tracy Business Representative – City of Norwalk	X	X	X	X	X	X					
17. Rapue, Judith Labor Organization	A	A	A	A	A	A					
18. Ryder, Tim Business Representative – City of Hawaiian Gardens	Appointed by Policy Board on 4/20/21						X				
19. Saucedo-Garcia, Cristina Business Representative – City of Downey	AE	X	AE	X	X	X					
20. Shah, Jawahar Business Representative City of Cerritos		X	X	A	A	A					
21. Todd, Sharon Education Entity	AE	X	AE	X	X	AE					
22. Trivedi, Sanjay Business Representative – City of Cerritos		AE	X	AE	A	A					
23. Uttecht, Greg Business Representative City of Artesia	X	X	A	X	X	X					
24. Wehage, Larry Business Representative City of Bellflower	X	X	X	X	X	X					
25. VACANT Labor Organization											
26. Vacant Labor Organization											

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



Program Operations Report

TENTH REPORT

JULY 1, 2020 – APRIL 30, 2021

CONTENTS

Purpose.....	2
Spotlight.....	3
In-the-Know with SELACO	4
America’s Job Center of California (AJCC) Overview	5
Career Services	5
Events	6
Adult Job Seeker Programs.....	7
Events.....	7
WIOA Adult.....	8
WIOA Dislocated Worker (DW)	9
Transitional Subsidized Employment (TSE).....	10
Homeless Initiative	11
WIOA Youth	12
Youth@Work	13
Bridge to Work.....	14
Business Services	15
Small business revitalization fund grant.....	16
Employer Training Panel (ETP).....	18
Special and Regional Programs.....	19
Child Development Program	19
Prison to Employment (P2E).....	20
BOT-CDCR Referral Project	21
Council of Governments (COG) - Homeless employment program	22
Referral activity.....	22
enrollment activity.....	22
Glossary of Terms	23

PURPOSE

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) respectfully submits the eighth Program Operations Report for the program year 2020-2021. This report reflects the various grants and services offered to our local job seekers and employers. This report includes information on America's Job Center of California Activity, Adult Programs, Youth Programs, Employer Services, Special and Regional Programs. The report will reflect performance and activity requirements of our funding entities.

Cost-Free Occupational Training – Virtual Courses



ENROLL NOW

- If you have never taken a Cerritos College class, see the 2nd page of this flyer.
- If you already have a Cerritos College ID#, Call Adult Education to enroll.
- Occupational Training Class, Course # 30201
- For further assistance, Call 562.467.5098

**SOFT SKILLS
FOR JOB
SUCCESS**

**CAREER AND
MARKETABILITY
SKILLS**

**WRITTEN
COMMUNICATION**

**WORK-RELATED
TECHNOLOGY**



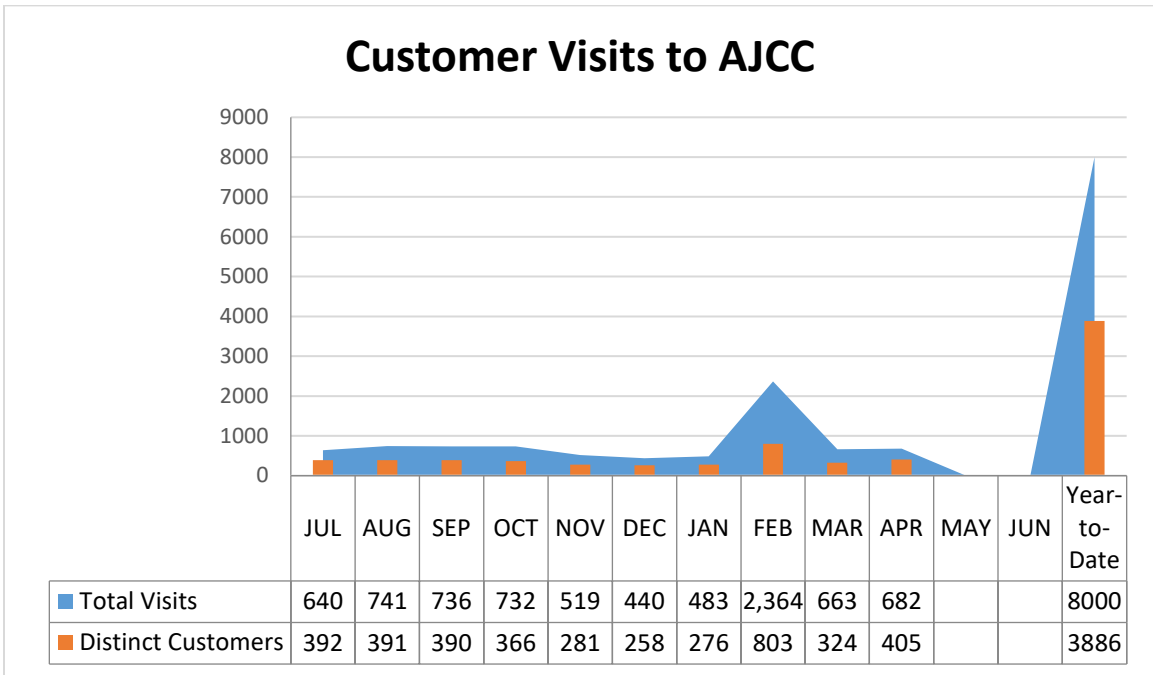
Registration and More
Information
(562) 467-5098
www.cerritos.edu/aed

IN-THE-KNOW WITH SELACO

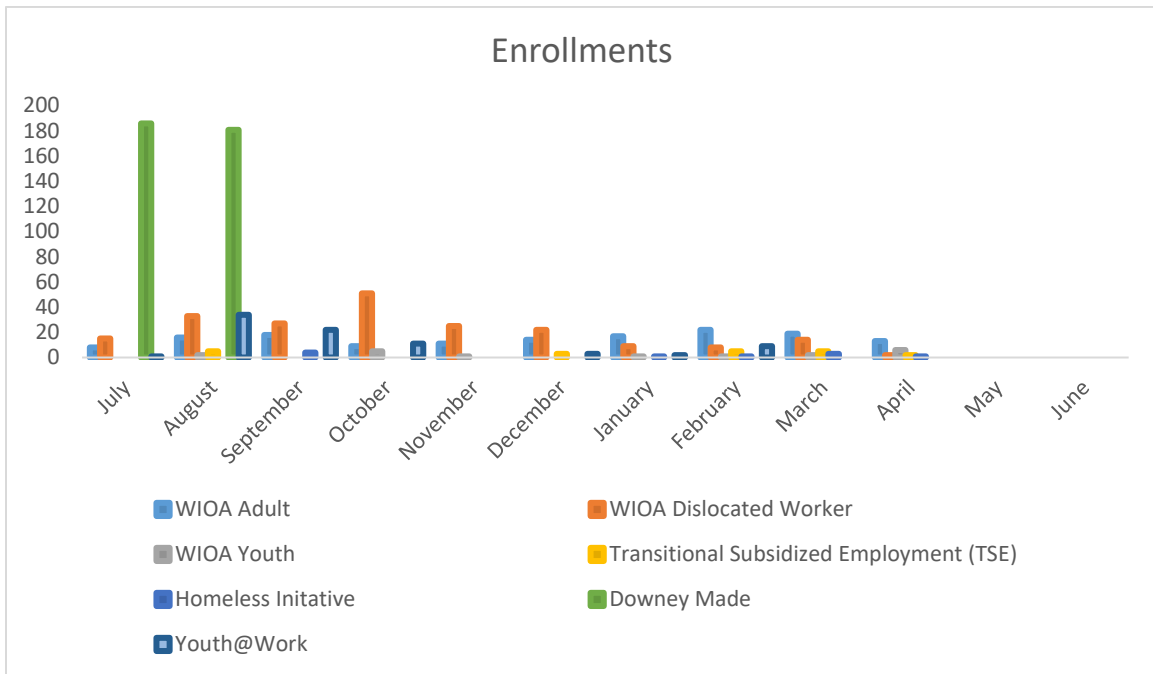
“In-the-Know with SELACO” is the name of the SELACO WDB Constant Contact company newsletter. Our newsletter is published quarterly and features articles highlighting recent activities and events including board and community engagement, special programs and success stories. Constant Contact also allows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

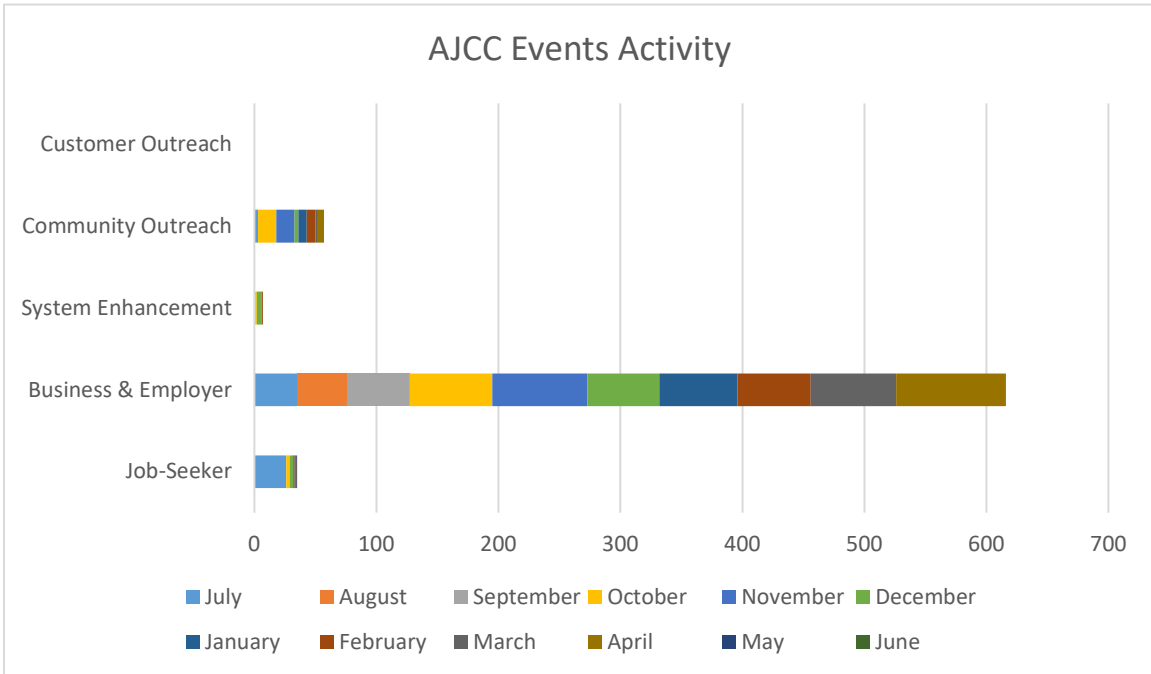
CAREER SERVICES

Customer Visits to AJCC



Enrollments





ADULT JOB SEEKER PROGRAMS

EVENTS

JOB SEEKER EVENTS	DESCRIPTION
Virtual Job Club	Partnered with Microsoft to host a LinkedIn presentation
Virtual Youth Workshops	Virtual workshops for youth focused on job readiness, job preparation, interview skills, and resume building
Labor Market Information (LMI) Presentation	EDD Host a workshop for Career Exploration
Personalized Job Search Assistance (PJSA)	EDD host a workshop to review job search activities and sharing of resource information.
Reemployment Services and Eligibility Assessment (RESEA)	EDD host a workshop to Review of job search activity and sharing of resource information.
Skills Discovery Job Search Workshop	Discover your strengths and learn how to talk about your skills that sell your value! Use this critical information during a job interview, on your resume, at a job fair, while networking and in your cover letter
The Job Hunt Begins Workshop	Discover the best ways to look for a job.
Applications, Cover Letters and Thank You Notes Workshop	Cover letters are more important than your resume! Find out why in this hands-on cover letter writing class.
Job Interview Preparation and Practice Workshop	It is the interview that lands the job offer, NOT the résumé. Ease those Job Interview jitters with preparation and practice.
Be a Super Star Employee Workshop	This workshop offers an opportunity to learn how to become the employee that you would be proud to be.
MS Word Basics / a Business Card	In this hands-on class, you will learn some basic Microsoft Word functions that will help you to a professional looking résumé.
CATS	Virtual bootcamp for young adults, allowing them the opportunity to establish a career pathway.
BUSINESS & EMPLOYER EVENTS	DESCRIPTION
SBRF Round 3	Small business revitalization fund grant available for small businesses, within the eight cities served by SELACO, who have been affected by COVID-19
SYSTEM ENHANCEMENT EVENTS	DESCRIPTION
System Management Team Meeting (SMT)	WIOA Partner meeting facilitated by One Stop Operator; to align service delivery, enhance service delivery, and quality control at AJCC.
SMT Symposium	The SMT hosted a symposium for 150 of their staff to virtually meet each other and educate each other on the services provided through the SELACO SMT partnerships.
Partnership Meetings	
OUTREACH EVENTS	DESCRIPTION
Learn for Life (L4L) Alma Family Services	SELACO hosted a virtual recruitment event for L4L and Alma Family Services staff, where they were informed on CATS and its goal
Downey Adult School	Presented SELACO services to prospective DAS students
CWA – AB1111 Peer Learning Community	SELACO staff spoke with fellow AB1111 grantees to gain knowledge on their experience.

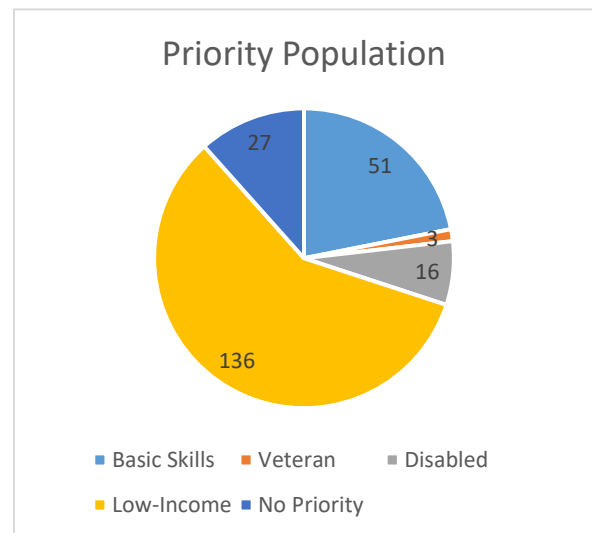
WIOA ADULT

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

WIOA PERFORMANCE INDICATORS PER QUARTER

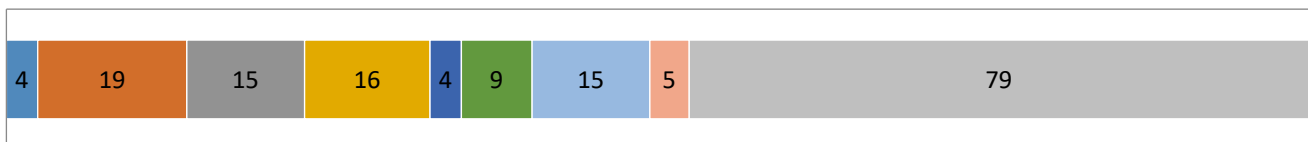
Performance Measure	Negotiated PY 20/21	Q1 PY 20/21	Q2 PY 20/21	Q3 PY 20/21
Employed 2 nd Quarter after Exit	72.9%	65.1%	59.5%	59.3%
Employed 4 th Quarter after Exit	71.4%	69.1%	48.4%	60.3%
Measurable Skills Gain	52.0%	36.6%	40.8%	52.8%
Credential Rate	40%	69.2%	73.3%	77.3%
Median Wage	\$8,079	\$6,751.88	\$6,538.68	\$7,609.31

Activity Breakdown	
Carryover	183
Enrollments	166
Exits	113
Program Services	
Training	44
Work Experience/OJT	4
Supportive Services	65



WIOA Adult Enrollment by City

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



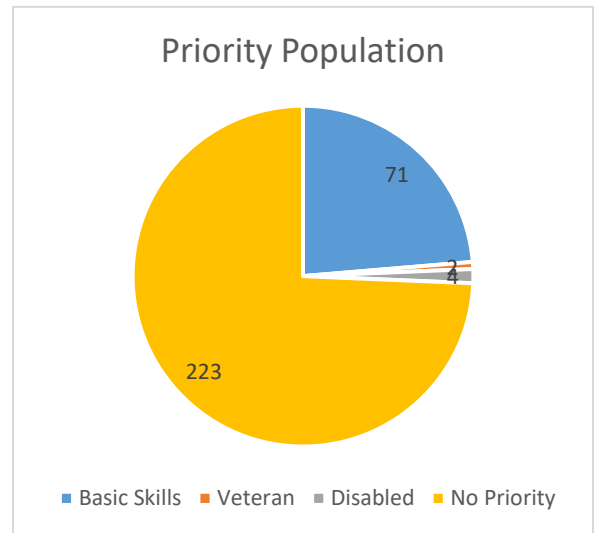
WIOA DISLOCATED WORKER (DW)

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

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 20/21	Q1 PY 20/21	Q2 PY 20/21	Q3 PY 20/21
Employed 2 nd Quarter after Exit	73.8%	66.7%	70.8%	52.9%
Employed 4 th Quarter after Exit	73.8%	73.7%	81.0%	76.7%
Measurable Skills Gain	50.0%	38.5%	36.9%	56.6%
Credential Rate	56.4%	50.0%	100%	66.7%
Median Wage	\$8,546	\$8,564.35	\$8,675.12	\$8,944.27

Activity Breakdown		Grant 1187 Supportive Services
Carryover	144	
Enrollments	245	244
Exits	190	
Program Services		
Training	69	
Work Experience/OJT	1	
Supportive Services	97	266



*1187 is a special grant. The target population are dislocated workers impacted by the COVID-19 pandemic. The grant provides access to supportive service funds to individuals who meet eligibility criteria and do not need to be enrolled in WIOA employment services.

WIOA DW Enrollment by City

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



TRANSITIONAL SUBSIDIZED EMPLOYMENT (TSE)

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

TSE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
Carry Over	50	5
New Enrollment	85	23
Placements		23
Retention		

TSE WEX PLACEMENT BY CITY

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



HOMELESS INITIATIVE

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

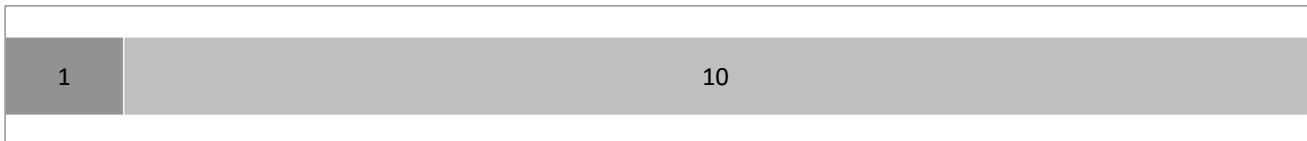
HOMELESS INITIATIVE PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
New Enrollment	15	11
Exits		4

Program Services	Planned	Actual
Work Experience		5
OJT		1
Supportive Services		16

Homeless Initiative Enrollment by City

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



WIOA YOUTH

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

WIOA PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Negotiated PY 20/21	Q1 PY 20/21	Q2 PY 20/21	Q3 PY 20/21
Employed or Placed in Education 2 nd QT after Exit	62.9%	54.5%	71.4%	27.8%
Employed or Placed in Education 4 th QT after Exit	68.0%	47.6%	50.0%	63.6%
Measurable Skills Gain	56.4%	50.0%	58.1%	74.1%
Credential Rate	39.0%	37.5%	55.9%	80.0%
Median Wage	\$3,610	\$3,348.20	\$7,238.74	\$3,869.97

Out-of-School Activity Breakdown	Planned	Actual
Carryover		53
Enrollments	84	25
Exits		31
Program Services		
Training		7
Work Experience/OJT		2
Supportive Services		54

20-26

*Due to COVID-19 sites such as Field of Dreams and Learn4Life have been closed and has hindered the recruitment process; therefore causing a lack in enrollments.

WIOA Youth Enrollment By City

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



YOUTH@WORK

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

YOUTH@WORK ENROLLMENT GOALS

Agency	CalWORKS		Foster		JJCPA		Other Under Served Youth (OUSY)		System Involved Youth (SIY)		TOTAL	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
City of Hawaiian Gardens	20	28	0	0	10	4	50	24	26	11	70	67
SELACO	0	2	14	11	0	1	0	2	0	0	14	16

Progress	CalWORKS	Foster	JJCPA	OUSY	SIY	Total
Enrollments	30	11	5	26	11	83
Exits	23	1	4	20	10	58

BRIDGE TO WORK

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

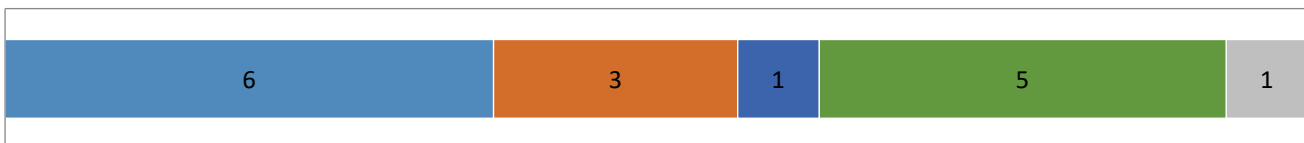
BRIDGE TO WORK PERFORMANCE INDICATORS PER QUARTER

Performance Measure	Planned	Actual
Carry Over	50	0
New Enrollment	8	16
Exits		0
Retention		

Program Services	
Work Experience (WEX)	16

Bridge to Work Enrollment by City

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

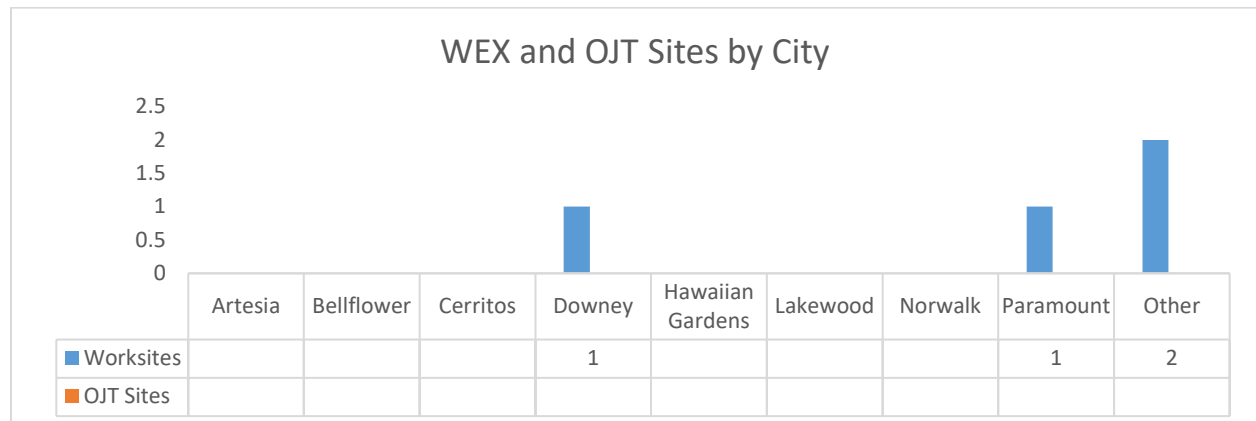


BUSINESS SERVICES

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

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

Activity Breakdown	
Job Fairs	6
Job Development	292
Special Recruitments	17
Rapid Response	18
Lay-off Aversion	118
Total	357



SMALL BUSINESS REVITALIZATION FUND GRANT

SELACO WDB is pleased to announce the release of the SELACO COVID-19 Small Business Revitalization Fund (CV19SBRF) grant, in cooperation with the California Employment Development Department (EDD). The SBRF grants are designed to assist small employers located in the cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk and Paramount. The SBRF is specially designed to support employers experiencing economic stresses and in need of assistance to prevent employee layoffs or facility closures during the COVID-19 pandemic. SELACO WDB has designated \$200,000 of local and State Rapid Response funding for the SELACO CV19SBRF. Qualified companies may be eligible for up to one \$5,000 grant as awarded through a lottery. The third round of applications will be accepted between 10:00am on October 26, 2020 and 10:00am on November 2, 2020 via email to sbrf2020@selaco.com. The following link provides you with access to further information on the application process, eligibility requirements, guidelines, and application packet: [CV19SBRF](#)

Round 1 Applicants	Artesia	Bellflower	Cerritos	Downey	Lakewood	Hawaiian Gardens	Norwalk	Paramount
Hi BBQ			\$10,000					
Liz Travel			\$10,000					
O'Neal Associates		\$10,000						
Royal Cuts		\$10,000						
Advocates for Family Unity								\$10,000
Round 1 Total		\$20,000	\$20,000					\$10,000

Round 2 Applicants	Artesia	Bellflower	Cerritos	Downey	Lakewood	Hawaiian Gardens	Norwalk	Paramount
Labwerkz					\$10,000			
Natrapro					\$10,000			
Hi Tek Nails			\$10,000					
Hair We Are					\$10,000			
GLOBAL Termite Inspection			\$10,000					
The Stand Up Comedy Club		\$10,000						
Yogurt Flavors		\$10,000						
New York Chimi's & More/Emerald Services		\$10,000						
Souls Health Lifeline		\$10,000						
Epic Lounge				\$10,000				
PaigeMarq Luxe	\$10,000							
Round 2 Total	\$10,000	\$4,000	\$20,000	\$10,000	\$30,000			

Round 2 Applicants	Artesia	Bellflower	Cerritos	Downey	Lakewood	Hawaiian Gardens	Norwalk	Paramount
Moonstone Label				\$8,517				
Yoli's Zumba				\$1,859				
Visual Strategy Signs				\$8,364				
Stay Gallery				\$9,000				
Elias and Ethan Art Studios					\$10,000			
La De Da Salon					\$10,000			
Prep Ed Programs Inc.					\$6,335			
The Nest Eatery		\$9,910						
Parent, Family Engagement and Comm. Services						\$10,000		
Downey Foundation for Educational Opportunities				\$10,000				
Round 3 Total		\$9,910		\$37,740	\$26,335	\$10,000		
Net Total All Rounds	\$10,000	\$69,910		\$57,740	\$56,335	\$10,000		\$10,000
Grant Total	\$243,985							

EMPLOYER TRAINING PANEL (ETP)

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

Eligible Training Panel (ETP)		
ET-20-0219 (Contract Term: 2019-2021)		
	Planned	Actual
Enrollments	198	623
Completions	118	66
Retention	67	14

SPECIAL AND REGIONAL PROGRAMS

CHILD DEVELOPMENT PROGRAM

Facilities	Planned Enrollments	Actual Enrollments
A. J. Padelford Child Development Center 11922 169 th Street, Artesia, CA 90701 Center Director: Liz Quintanilla Phone Number: (562) 926-2427	88	32
Artesia Child Development Center 18730 Clarkdale Avenue, Artesia, CA 90701 Center Director: Malajat Raja Phone Number: (562) 653-0290	77	47
Bellflower Child Development Center 447 Flower Street, Bellflower, CA 90706 Center Director: Regina Mayo Phone Number: (562) 804-7990	88	36
Bellflower II Child Development Center 14523 Bellflower Blvd., Bellflower, CA 90706 Phone Number: (562) 867-8399	96	45
Lakewood Child Development Center 5225-A Hayter Avenue, Lakewood, CA 90712 Center Director: Maria Navarro Phone Number: (562) 531-9440	94	47
Maywood Child Development Center 4803 58 th Street, Maywood, CA 90270 Center Director: Silvia Guzman Phone Number: (323) 560-5656	96	40
Norwalk Child Development Center 14000 San Antonio Drive, Norwalk, CA 90650 Center Director: Silvia Guzman Phone Number: (562) 864-1958	40	19
Total	579	266

*Due to COVID-19, all centers are limited to group sizes in each classroom. Until further notice, enrollment will be 50% of normal as per County Department of Health and Licensing directives.

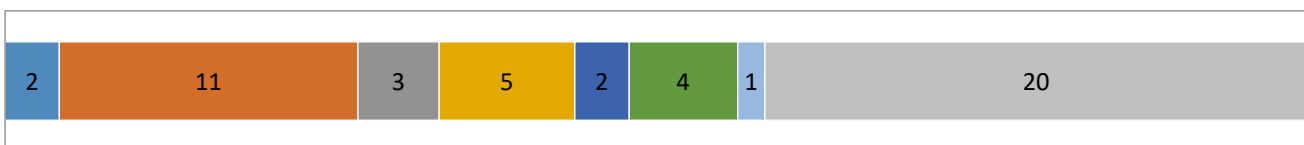
PRISON TO EMPLOYMENT (P2E)

P2E (Prison to Employment) is an initiative to strengthen partnerships between Workforce Development and CDCR (California Department of Corrections & Rehabilitation) in order to collectively provide workforce services to the reentry population. It is intended for Parole Agents and AJCC staff to work together to successfully provide employment services, training, work experience and support services to ensure Parolee's success. Per the funding stream and program design, progress is reported cumulatively on a quarterly basis per the categories below:

Prison to Employment PY 19/20										
Quarterly End Date (MM/YY)	03/20		06/20		09/20		12/20		03/21	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Total Participants enrolled	25	12	25	17	25	30	25	41		48
Total Participants enrolled in training		2		2		6		11		11
Total participants completed training		0		1		1		1		8
Attained Industry-valued certification or degree		0		0		0		0		0
Placement in post-secondary education		0		0		0		0		0
Placement in State Approved Apprenticeship		0		0		0		0		0
Placement in Industry Sector employment		0		0		0		6		6
Placement in Temporary other employment		0		0		0		4		4
Employment retention- 2 nd quarter after exit		0		0		0		0		0

Prison to Employment Enrollment by City

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



BOT-CDCR REFERRAL PROJECT

In collaboration with CDCR, EDD workforce Services, and the California Workforce Development Board, the SELACO WDB pioneered an electronic referral process that facilitates a hard hand-off of re-entry participants into the SELACO WDB AJCC. The SELACO WDB successfully piloted the process in October 2019 and fully implemented in November 2019. Below is the progress of the referral process:

BOT-CDCR Referrals	
Total electronic referrals from CDCR	226
Referrals enrolled into P2E	41
Enrolled into WIOA	46
Pending Intake	2
Referred to other services/agency	2
Not suitable due to full time employment/employment schedule conflict	35
Not interested/declined services	25
No response	95

COUNCIL OF GOVERNMENTS (COG) - HOMELESS EMPLOYMENT PROGRAM

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

The role of each partner:

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

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

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

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

REFERRAL ACTIVITY	
Referrals to SHARE	35
Referrals from SHARE	25
Enrollments resulting from SHARE referrals	21

ENROLLMENT ACTIVITY	
Work Experience (WEX)	1
On-the-Job Training (OJT)	0
Completed STEPS	6
Paired with a Mentor	3
Training	4
Employment Placement	0
Housing Placement	
Supportive Services	1
Exits	2

GLOSSARY OF TERMS

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

To: SELACO WDB Policy Board

From: Jack Joseph, Policy Board Administrator

Date: June 15, 2021

Subject: Consideration of Annual Appointments to the WDB

The terms of the following WDB members expire as of June 30, 2021. They are eligible for reappointment to the WDB for new two-year terms expiring June 30, 2023.

Artesia Private Sector—Leila Nam (Kam Bor, Inc.)
Bellflower Private Sector—Aaron Drake (USC University Police Department)
Cerritos Private Sector—Sanjay Trivedi (Trivedi & Associates)
Downey Private Sector—Cristina Saucedo-Garcia (Kaiser Downey Medical Ctr)
Lakewood Private Sector—Mark Dameron (Rotary Club of Lakewood)
Norwalk Private Sector—Joseph Derthick (AFLAC)
Paramount—Leonard Crespo (Total Western)
Educational Entity—Sharon Todd (Norwalk La Mirada Adult School)
Labor Organization—Judith Rapue (CWA District 9)


In addition to the above, there are three vacancies for labor representatives as well as for a representative of EDD.



MEMORANDUM

DATE: June 15, 2021

TO: SELACO Policy Board

FROM: Yolanda Castro, Executive Director 

RE: Regional and Local Plans for Program Year (PY) 2021-2024

On May 27, 2021, the SELACO WDB reviewed and approved the attached Regional and Local Plans for Program Year (PY) 2021-24.

This item comes to the Policy Board for your review and approval.

Background:

In response to California State Directive WSD20-05 titled Regional and Local Planning Guidance for PY 21-24, the Los Angeles Basin Regional Planning Unit Coordinator submitted the Los Angeles Basin Regional Planning Unit Regional Plan for PY 2021-2024 to the State on April 30, 2021. Included as part of the Regional Plan are the Local Plans of each of the WDBs comprising the Los Angeles Basin Regional Planning Unit.

SELACO WDB's 4-Year Local Plan for PY 2021-2024 was submitted to the Los Angeles Basin Regional Planning Unit Coordinator on April 26, 2021 to be included as part of the Regional Plan pending signatures of the Board Chair and Policy Board Chair. Signature page will be submitted to the State after approval of the Local Plan by both the Board and Policy Board and securing each Board Chair's signature.

Action Required:

Support the SELACO WDB Boards approval to:

Receive and file the Los Angeles Basin Regional Planning Unit 4-Year Regional Plan for PY 2021-2024.

Review and approve SELACO WDB's 4-Year Local Plan for PY 2021-2024 as presented. Secure signature of Board Chair.

Los Angeles Basin Regional Planning Unit Regional Plan 2021-2024

Representing:

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

wdb@wdacs.lacounty.gov

A. Analytical Overview of the Region

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

According to the US Census 2019 population estimate, Los Angeles County is home to 10.04 million people, making it the most populous county in the country. The Los Angeles Basin (LA Basin) makes up approximately 25% of California’s population. Geographically, the LA Basin is huge, with an area of 4,084 square miles containing 88 incorporated cities and approximately 125 unincorporated areas.¹ The largest city within the region is Los Angeles, with approximately 4.1 million residents. The percentage of the region’s residents living in poverty is 13.4% compared to 11.8% statewide, and the median household income is \$68,044, compared to the California median of \$75,235. Total *personal* income in 2019 was \$65,094, ranking Los Angeles County 15th in the state.² The median age in 2018 was 36.7, and 6.1% of the region’s residents under the age of 65 have a disability.³

The population of the LA Basin is richly diverse with no one group making up a majority. The largest racial/ethnic group is Hispanic or Latinx at 48.6%, followed by White (not Hispanic or Latinx) at 26.1%, Asian at 15.4%, Black or African American at 9.0%, and Native American at 1.4%.⁴ Thirty four percent of residents are foreign-born, compared to 26.8% statewide, and 56.5% speak a language other than English at home, compared to 44.2% statewide. The most commonly spoken non-English languages are Spanish (59.2%), Tagalog (2.5%) and Korean (2.5%).⁵ According to the Census, 23.9% of residents speak English less than “very well,” indicating that many residents are English language learners.⁶

In December 2020, the LA Basin had a labor force of 4,896,200 individuals, with 512,600 unemployed for an unemployment rate of 10.7%.⁷ At the end of 2020 unemployment was almost two and a half times greater than it was before the pandemic. The following graph illustrates the impact of the pandemic on the unemployment rate over the course of 2020:

¹ <https://lacounty.gov>

² US Department of Commerce’s Bureau of Economic Analysis, https://www.bea.gov/sites/default/files/2020-11/lapi1120_1.pdf

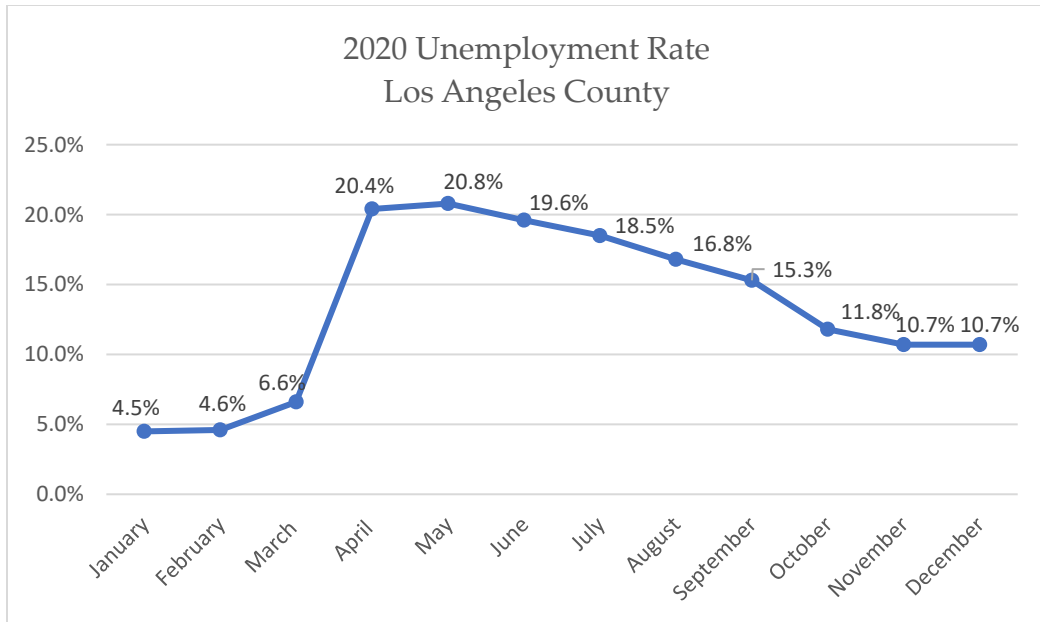
³ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

⁴ <https://www.census.gov/quickfacts/fact/table/losangelescountycalifornia,CA/PST045219>

⁵ <https://datausa.io/profile/geo/los-angeles-ca/demographics/languages>

⁶ <https://www.census.gov/library/visualizations/interactive/people-that-speak-english-less-than-very-well.html>

⁷ <https://www.labormarketinfo.edd.gov>

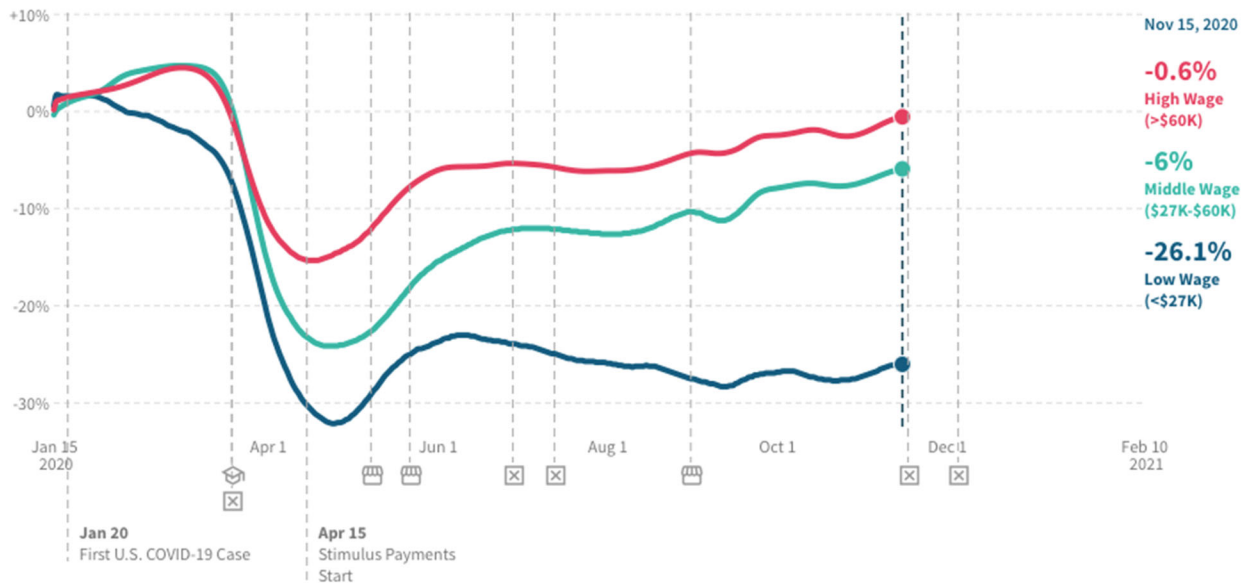


Prior to the pandemic and Shelter in Place Order, Los Angeles County recorded historically low unemployment rate of 4.5%, indicating full employment of Angelenos. The Executive Order was implemented on March 19, 2020, which closed all non-essential businesses and increasing the unemployment rate to 20.4% by April and peaking at 20.8% in May 2020. The Payment Protection Program (PPP) began in April-May timeframe allowing businesses to return employees to their payrolls. Businesses such as restaurants began offering take-out services which also returned workers to their jobs. Stimulus checks and Pandemic Unemployment Assistance (PUA), also began during this timeframe, providing Angelenos with expendable cash that increased demand for needed products, increasing sales and also returning workers to their jobs. Returning to payroll and work contributed to the decline in unemployment which began in June 2020.

As a result of the Shelter in Place Order, low wage workers making under \$27,000 per year have been particularly hard-hit, with employment down 26.1% when comparing November 2020 to January 2020.⁸ In contrast, those making over \$60,000 per year saw employment decline by 0.6%, and those making \$27,000-\$60,000 saw employment decline 6%. Higher wage employees are largely Angelenos with higher levels of education and/or skills, with low wage workers indicating lower levels of education and/or skills. These results indicate the importance of an educated and skilled labor force that can better weather unprecedented economic downturns and emergency events.

⁸ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

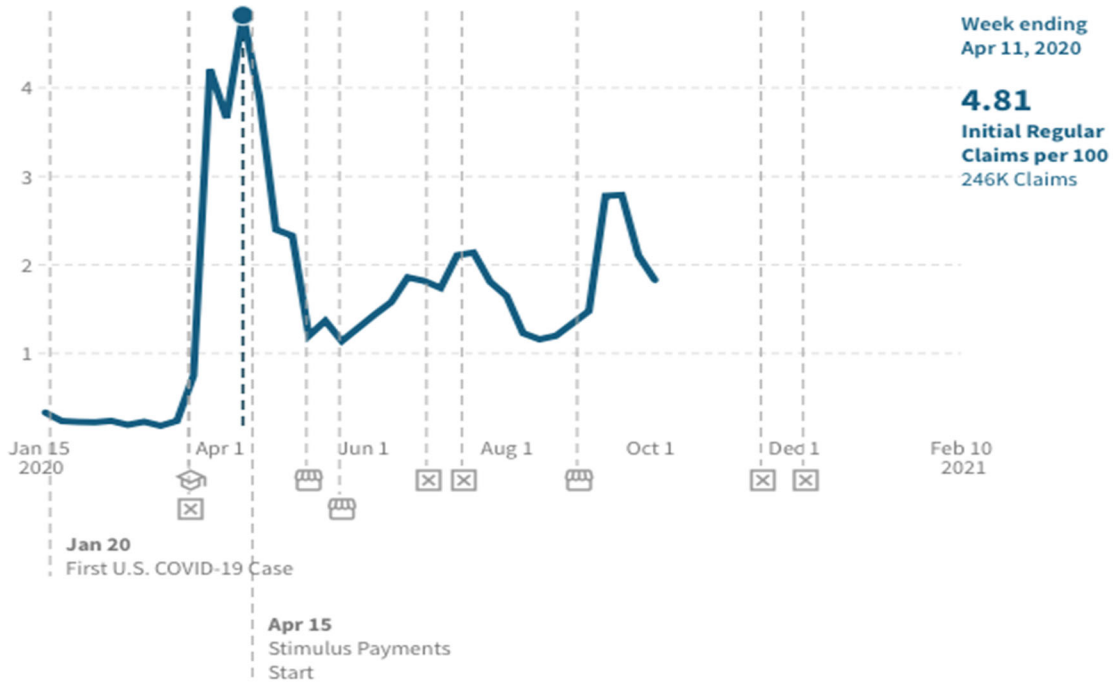
The following graph illustrates these data:



Since the statewide shelter-in-place order went into effect in mid-March through the end of January 2021, 4.88 million initial claims for unemployment insurance have been filed in the LA Basin, in addition to 1.38 million claims for Pandemic Unemployment Assistance.⁹ The data can also be viewed in terms of the size of the labor force. For the week ending January 18, 2020, the LA Basin saw 16,600 initial claims for unemployment insurance, a rate of 0.32 claims per 100 people in the workforce. New claims peaked the week ending April 11, 2020, with 246,000 initial claims at a rate of 4.81 claims per 100 people in the workforce – or 15 times the pre-pandemic rate.¹⁰

⁹ EDD LA County UI claims data, Jan 30, 2021

¹⁰ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>



The following table is a demographic summary of individuals filing for unemployment benefits, based on the time period of Jan 11, 2020 – January 2, 2021.¹¹ Latinx workers make up a smaller portion of UI claimants, compared to their percentage of the population (39% of claimants vs 48.6% of the population), and White workers make up a larger portion (33% of claimants vs 26% of the population). Those with a high school diploma or less education make up a larger portion of claimants (52% of claimants vs 42% of the population) and those with a bachelor’s degree or higher make up a smaller portion (21% of claims vs 32% of the population).

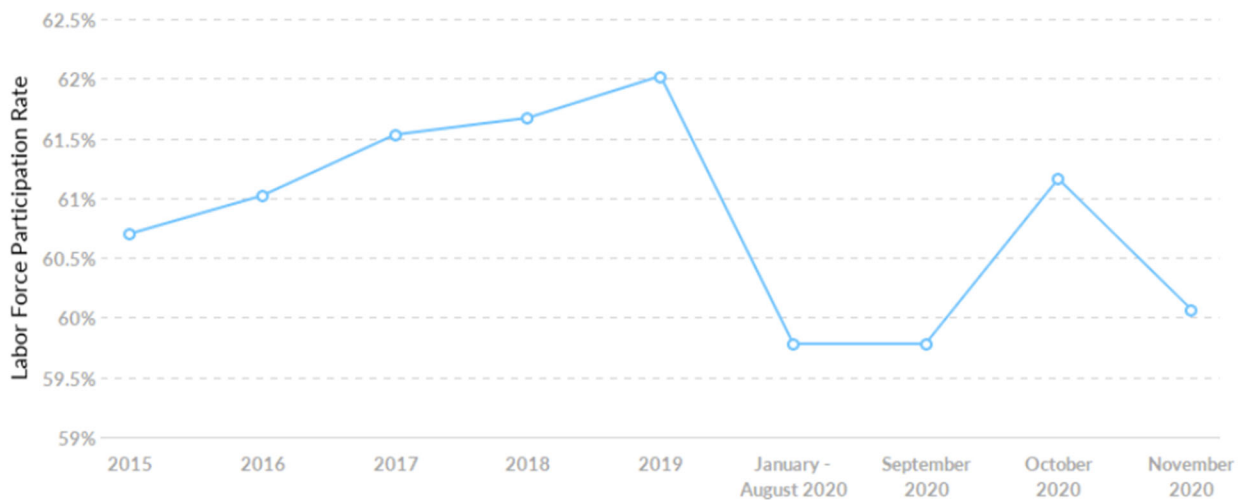
Race/Ethnicity	Percentage of UI claims
White	33%
Black	13%
Hispanic	39%
Native American/Alaskan	1%
Asian	14%
Educational Attainment	Percentage of UI claims
< HS Diploma	10%
HS Diploma or GED	42%
Some College or vocational	21%
Associate	6%
Bachelors	17%
Masters or PhD	4%

¹¹ EDD LA County UI data by demographic factors, through week ending Jan 2, 2021

In an analysis published by the California Policy Lab in December 2020, researchers found that unemployed people living in communities of color and in areas with high concentrations of poverty were less likely to claim unemployment benefits as compared to unemployed Californians in wealthier neighborhoods. While the analysis was descriptive (not causal), it found that eligibility (such as work authorization) for unemployment, as well as other obstacles (like language and technology access) may have driven the differences in claiming.¹²

Estimates of these neighborhoods’ reciprocity rates range widely. Among unemployed workers in East Los Angeles, less than half (44%) successfully claimed unemployment insurance. In Boyle Heights, reciprocity stood at 52%. But in Burbank, the number of people receiving benefits is roughly equal to the number of people who were estimated to be unemployed. Even some lower-income areas like Hollywood and North Hollywood also experienced roughly 100% reciprocity, whereas rates of reciprocity in Inglewood and Hawthorne stood at 70% and 78%, respectively.

Similar to the rest of the state, the LA Basin saw its labor force participation rate dip during the pandemic. Women have been disproportionately impacted, due to their large numbers in the hardest hit industries, lack of childcare and children at home because of school closures. Nationally, women comprise 58% of those who left the labor force by January 2021.¹³



The following educational attainment data is based on the American Community Survey and EMSI demographic data. The figures include the population over age 25 and indicate the highest level of education achieved. In 2020, 32% of the region’s residents had a bachelor’s

¹² <https://www.capolicylab.org/news/new-analysis-californias-recovery-has-been-slow-especially-in-low-income-communities-and-communities-of-color-where-unemployed-workers-were-less-likely-to-collect-benefits/>

¹³ LAEDC Annual Economic Forecast event, Feb 17, 2021

degree or higher, slightly lower than the statewide rate of 34%. In addition, 21% of residents had less than a high school diploma, compared to 16% for California and 12% nationwide.

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

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

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

SOURCE: EMSI

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

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

SOURCE: EMSI (Q1 2021)

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

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

SOURCE: EMSI (Q1 2021)

Further information on specific skills needed for growing, middle skill jobs can be found in Section B of the plan.

COVID-19 Pandemic Impacts

The LA Basin has been in many ways the epicenter of the COVID-19 pandemic in California. As of mid-February 2021, the region had 1,168,372 confirmed cases of COVID-19, or 37% of all cases statewide, although residents comprise 25% of the state population.¹⁴ The number of

¹⁴ <https://covid19.ca.gov/state-dashboard/>

deaths is even more disproportionate, with over 19,000 in the region, or 41% of all Californians lost to this disease.

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

By September of 2020, the region had lost 9.5% of its jobs. In just the first two months of the Safer at Home order, over 716,000 jobs were lost in the LA Basin. Nearly 30% of those jobs lost have been recovered in the following 5 months, but over 500,000 jobs remained unrecovered.

In 2019 there were approximately 4.16 million living wage jobs¹⁵ in the LA Basin. Prior to the pandemic, approximately 95% of occupations paid a living wage and 85% of jobs provided a living wage. By the end of 2020, it is estimated that 392,000 living wage jobs were lost in the region. Additionally, it is projected that the LA Basin will not regain the 392,000 living wage jobs lost during the pandemic until 2024. Furthermore, based on the estimated 3,768,000 living wage jobs currently available as of 2020, the region will need to create a total of 738,672 living wage jobs in order to have living wage jobs for the estimated 4,506,672 total workers.

The LA Basin is especially sensitive to the impact of COVID-19, as over 93% of all businesses are small with less than 20 employees. In a year over year comparison, small business revenue in the LA Basin was down 34.8% in January 2021. Small business revenue hit a low point at the end of March 2020 at -56%, recovered somewhat over the summer, and has been on a downward trend since the beginning of December. When examining the percentage change in the number of small businesses open, a year over year comparison finds a 36.3% decrease at the end of January 2021.¹⁶ According to Dr. Amy Liu of the Brookings Institute, this places Los Angeles in 45th place in a comparison of 53 large metropolitan areas.¹⁷

COVID-19 has significantly changed the makeup of regional employment. Some industries were able to adjust to remote working. However, many others are dependent on in person customers, and were not able to transition to working remotely. Certain industries recovered quite well (with Construction regaining 75.1% of the jobs lost in the early months of the pandemic, and Child Day Care Services regaining 65.9%), but others have not rebounded (with Motion Picture and Sound Recording only regaining 4.4% and Accommodation regaining 2.3%).

¹⁵ Living wage jobs are defined as the minimum amount of income necessary to meet the "basic needs of a family." The rate is currently at \$14.83/hour or \$30,800 per year for a single person household.

¹⁶ Opportunity Insights Economic Tracker, <https://tracktherecovery.org>

¹⁷ LAEDC Annual Economic Forecast event, Feb 17, 2021

Year-Over-Year Change in Jobs by Industry, September 2020 (NSA)



Source: BLS

Industry Employment In Los Angeles County (As of September 2020)

Industry Description	20-Sep (000s)	% Δ from 19-Sep
Arts, Entertainment and Recreation	59.4	-39.50%
Accommodation and Food Services	322.2	-28.20%
Other Services	123.9	-22.10%
Information	185.5	-15.80%
Real Estate/Rental/Leasing	79.3	-10.30%
Educational Services	123.5	-10.10%
Mining and Logging	1.8	-10.00%
Administrative and Waste Services	255	-9.70%
Manufacturing	338.3	-7.20%
Professional and Technical Services	279.9	-6.70%
Transportation and Warehousing	190.7	-6.30%
Retail Trade	387.9	-5.70%
Government	553.6	-5.60%
Mgmt of Co's/Enterprises	58.8	-5.00%
Wholesale Trade	208.3	-4.90%
Health Care and Social Assistance	684.8	-3.70%
Construction	147.2	-2.60%
Utilities	12.6	4.10%
Finance and Insurance	141.1	4.80%
TOTAL NONFARM	4,129.3	-9.80%

Source: CA EDD, LMID, CES

The intersection of the health and economic impacts of COVID has not been felt evenly by all groups. Using death records from the California Department of Public Health, researchers at UCSF estimated excess mortality among Californians 18–65 years of age by occupational sector and occupation, with additional stratification of the sector analysis by race/ethnicity. During the COVID-19 pandemic, working age adults experienced a 22% increase in mortality compared to

historical periods. Relative excess mortality was highest in food/agriculture workers (39% increase), transportation/logistics workers (28% increase), facilities (27%) and manufacturing workers (23% increase). Latinx Californians experienced a 36% increase in mortality, with a 59% increase among Latinx food/agriculture workers. Black Californians experienced a 28% increase in mortality, with a 36% increase for Black retail workers. Asian Californians experienced an 18% increase, with a 40% increase among Asian healthcare workers. Excess mortality among White working-age Californians increased by 6%, with a 16% increase among White food/agriculture workers.¹⁸ Given the diversity of the LA Basin population as well as the severity of the COVID outbreak, these sobering statistics clearly have implications for the region.

Economists warn that millions of jobs wiped out by the pandemic are unlikely to come back, creating a massive need for career changes and retraining.¹⁹ The McKinsey Global Institute predicts that 20% of business travel will not return and 20% of workers will work from home indefinitely, eliminating many low wage jobs in hospitality and food service. The pandemic may have also accelerated trends in automation and labor-saving strategies.²⁰ Furthermore, the Pew Research Center has found that two thirds of unemployed workers have considered changing their field or occupation.²¹ While the pandemic has created massive disruptions to the labor market, it also presents an opportunity to reskill low-wage workers and assist them onto career paths leading to greater economic well-being. The LABRPU will be vigilant in identifying those opportunities as they arise.

At the LAEDC's Annual Economic Forecast event, the director of the Institute for Applied Economics stated that there is no certainty to how the coming years will develop, due to large data lags and reliability issues as well as uncertainty about vaccine distribution and government policies. As the LA Basin looks towards recovery, the Workforce Development Boards will evaluate and incorporate new data as it becomes available and will continue to strive toward training more workers for occupations that offer higher pay and career pathways. Therefore, this regional plan represents information available at this time, but the data are likely to be evolving into the foreseeable future.

¹⁸ "Excess mortality associated with the COVID-19 pandemic among Californians 18–65 years of age, by occupational sector and occupation: March through October 2020." Posted Jan 22, 2021.

<https://www.medrxiv.org/content/10.1101/2021.01.21.21250266v1>

¹⁹ "Millions of Jobs Probably Aren't Coming Back," Heather Long. Washington Post, Feb 17, 2021

²⁰ "The Nature of Work After the COVID Crisis: Too Few Low-Wage Jobs." David Autor and Elisabeth Reynolds, The Hamilton Project, Massachusetts Institute of Technology Task Force on the Work of the Future

²¹ <https://www.pewresearch.org/fact-tank/2021/02/10/unemployed-americans-are-feeling-the-emotional-strain-of-job-loss-most-have-considered-changing-occupations/>

B. Fostering Demand-Driven Skills Attainment

- *Identify the in-demand industry sectors or occupations for the region.*
- *Describe how the RPU and regional partners will expand or develop, and then implement sector initiatives for those in-demand industry sectors or occupations.*

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

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

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

In examining available EMSI data, these sectors continue to represent significant parts of the economy in terms of overall jobs and number of businesses. All of the sectors provide earnings above the region’s average personal income of \$65,094, with the exception of Leisure and Hospitality. Although Leisure and Hospitality is projected to grow 4.5% for 2020-25, as previously discussed, the future of the sector is still uncertain as it is one of the most severely impacted during the pandemic. Indeed, most if not all of these sectors will experience changes caused by the pandemic in the ways that people work and services are provided. At stakeholder input sessions, community members identified teleworking and remote services as potentially permanent changes brought about by the pandemic, as well as the severe impact on small businesses. Thus, the long-term impacts on the labor force and employment remain to be seen.

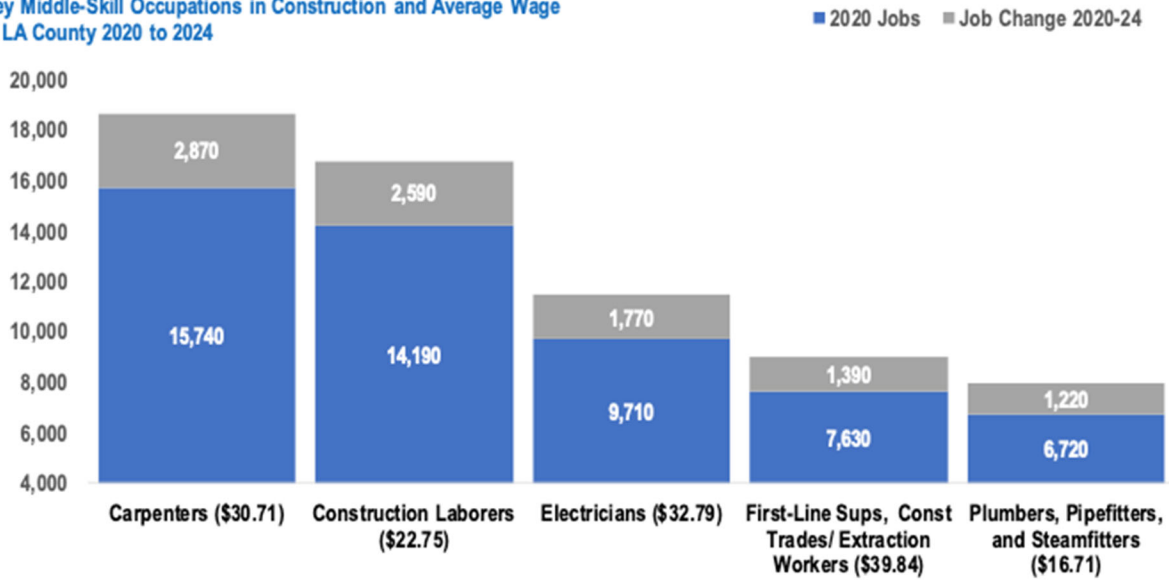
Sector	Jobs (2020)	% Change, 2020-25	Average Earnings	Payroll Business Locations
Construction	220,152	+3.9%	\$72,071	17,237
Selected Manufacturing	164,387	-12.0%	\$160,758	5,393
Logistics	449,317	+1.4%	\$78,740	30,208
Entertainment & Infotech	205,147	+2.9%	\$156,261	12,803
Health Services	462,621	+9.1%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

SOURCE: EMSI Q1 2021 Data Set

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

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

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

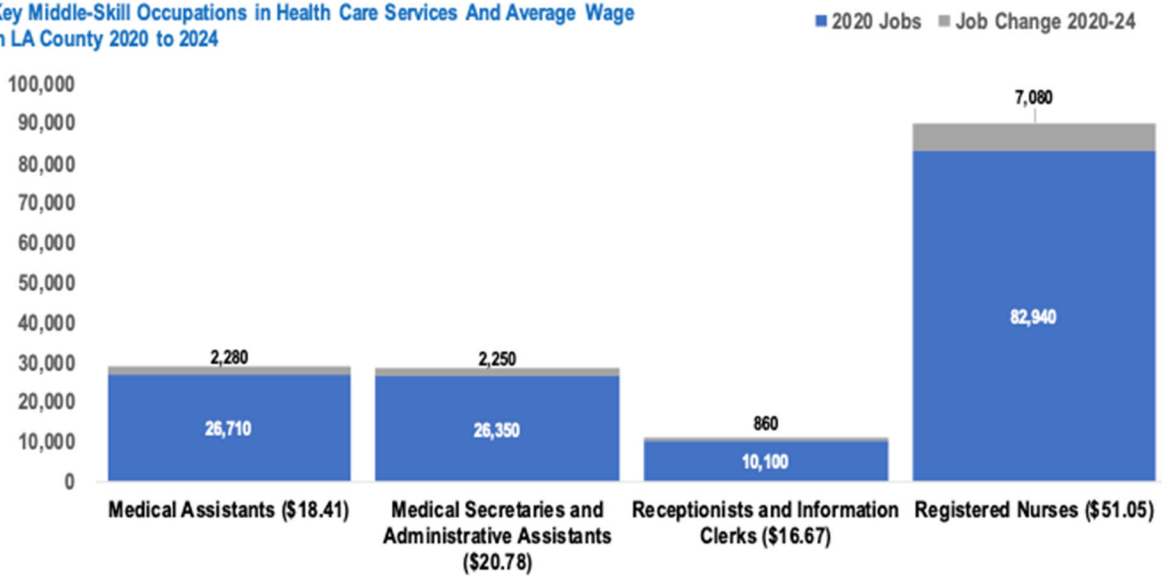


The following table reflects the number of projected construction jobs requiring specialized skills (2024 estimate):

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

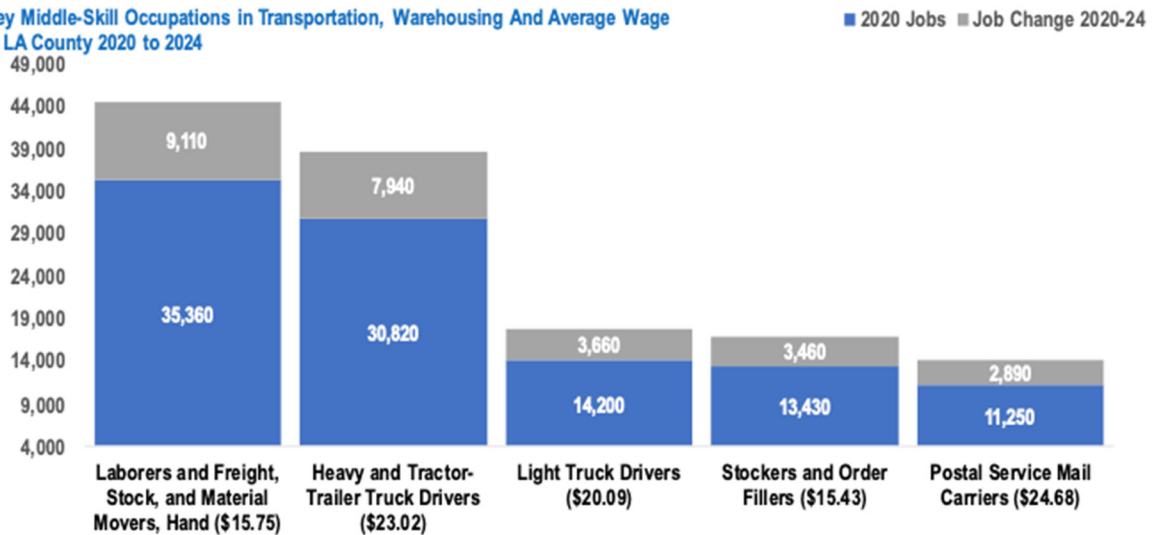
Healthcare and social services industry started 2020 by posting 11,778 job openings in the LA Basin before falling 40% to 7,002 jobs in April 2020. However, the industry saw an increase in demand due to a sharp shortage of labor to keep up with patient needs due to COVID-19. The industry had 9,905 job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

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



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

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



LABRPU Sector Initiatives

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

Healthcare

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

Developed in coordination with the Hospital Association of Southern California (HASC), HealthImpact (the state's nursing workforce center), the Community Clinic Association of Los Angeles County (CCALA), hospitals, colleges, and universities across the region, the Perioperative RN Training program provides a simplified, streamlined way for working registered nurses to advance their practices in specialized areas of care with the highest demand. This approach aimed to meet workforce needs supporting the professional advancement of incumbent RNs while strengthening their career mobility and retention within existing employers. Perioperative courses were developed and added to the ETPL. This collaborative program is also working to help hospitals reduce costs associated with staff overtime, traveling nurses, turnover, recruitment, and retention. To date, 100% of participating nurses have graduated from the program with an average passing score of 86%. South Bay WIB (SBWIB) and SELACO are seeking Accelerator funds to continue work on the RN pipeline. The WDBs are partnering with HealthImpact and HASC to address a shortage of trained pre-operative care RNs within the LA Basin.

The LABRPU has also worked in collaboration with healthcare partners to launch the C3 Skills Alliance, which developed care coordination training programs for healthcare workers in Los Angeles and Ventura Counties. This innovative program prepares much-needed healthcare coordinators and case managers responsible for making sure every patient receives the right care from the right professional at the right time. Under this initiative, approximately 200 new and incumbent workers at the entry through professional levels were successfully trained through local adult schools, community colleges and the California State University system. Course content is available statewide to educate patient care staff in hospitals, clinics and long-term care facilities. This health workforce alliance is embedded in HASC's long-term regional workforce strategy.

Construction

The LA Basin is undergoing rapid expansion, with major new infrastructure projects planned or underway across the region. In 2017, the WBDs of the LABRPU convened a special Consortium at the request of the Federal Highway Administration (FHWA) to discuss construction projects throughout Los Angeles County and the need to work together to organize and create a pipeline of skilled workers for the numerous projects. The Associated General Contractors of California is a key partner of the Consortium. The Federal Highway Administration served as chair, and SBWIB and Coastline Community College (CCC) were selected to spearhead the initial pilot program, with the goal of meeting the urgent need for qualified pre-apprentice and apprentice workers for mega-projects in the region, such as the Los Angeles Football Stadium, the Entertainment District at Hollywood Park, and the upcoming Automated People Mover and Consolidated Car Rental Facility projects at Los Angeles International Airport (LAX), as well as numerous highway projects. Billions of dollars have been allocated for these and other publicly and privately funded construction projects throughout Los Angeles County.

To meet the workforce needs of these infrastructure projects, the SBWIB and its Career Center-Inglewood developed the Construction & Utilities Pathways Program (CUPP). The goal of CUPP is to supply a pipeline of qualified candidates by providing support services and access to training and employment in the construction industry. It is the mission of CUPP to increase community knowledge, demystify the construction industry and help individuals to build the framework to start a career in the construction industry. During the period of January 1, 2017 through December 31, 2020, CUPP provided the Construction information session to over 5,800 interested people, placed over 900 individuals into quality apprenticeship jobs with partnering construction unions and placed 100 individuals directly with contractors and subcontractors. CUPP has been particularly focused on engaging and referring unserved and underserved populations to the construction trades and placing African American males into quality construction jobs. This program allows all clients to access learn and earn opportunities, supportive services and quality jobs through targeting special populations that include reentry, homeless individuals, veterans, and disconnected youth. The LABRPU has developed a detailed referral and co-enrollment process so that all local WBDs are able to assist underserved populations with accessing this career pipeline.

One of the region's largest employers and the county's public transportation agency, Metro, is facing a serious shortage of qualified employees, with 50% of its workforce set to retire by 2024. Metro needs a qualified workforce to build and maintain transportation infrastructure throughout Los Angeles County. To meet this labor shortage, the LABRPU is partnering with Metro on its Workforce Initiative Now-Los Angeles (WIN-LA) program²² to train and place employees in hard-to-fill positions across a range of transportation career pathways. Phase I of the program is focused on identifying and developing the talent pipeline to support Metro's workforce challenges, including workforce needs on Metro's construction projects. Phase 2 of

²² <https://www.metro.net/about/win-la/>

the program is focused on recruiting and employing WIN-LA participants through WIN-LA career pathways. CUPP refers qualified construction workers to Metro construction projects.

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

One other example of a construction pre-apprenticeship training is led by the City of Long Beach, which has entered into a new 10-year Project Labor Agreement for over \$560 million in new capital projects. Contractors continue to communicate the need for additional workers with very specific skill sets. Working with the LA/OC Building Trades Council (LA/OC BTC) and Long Beach City College, PGWIN developed a program based on the nationally recognized Multi-Craft Curriculum (MC3), which is endorsed by unions representing nineteen of the skilled trades. This construction pre-apprenticeship training is a six-week (140 hours) program that prepares participants for employment in the trades. Some of the hands-on skills taught include cabinet making, cement masonry, green technologies, H.V.A.C., plumbing, surveying and weatherization. Those completing the program receive three certificates: Building Trades Multi-Craft Curriculum (MC3), 10-hour OSHA Certification and CPR/First Aid Training Certification. This program has significant potential to be scaled up across the region to address major public building and infrastructure projects. Similarly, Los Angeles County launched the HireLAX Apprenticeship Readiness Program in partnership with the Los Angeles World Airports, Parsons Corporation, Los Angeles Southwest College, City of Los Angeles, LA/OC BTC, Flintridge and 2ndCall and has to date over 100 graduates.

Selected Manufacturing

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

Current SBWIB Apprenticeship Registrations:

DOL Occupations:

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

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

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

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

DAS Registrations

Apprenticeship

BIO-MANUFACTURING TECHNICIAN (aka Production Technician)

BIOMEDICAL EQUIPMENT TECHNICIAN (aka Biomedical Maintenance Technician)

Pre-Apprenticeship

Aero-Flex Pre-Apprenticeship Program

The SBWIB in partnership with West Los Angeles College was awarded a \$12 million DOL grant. The partnership includes many community colleges such as West Los Angeles College, El Camino College and College of the Canyons. The grant plans to enroll 5,000 apprentices and pre-apprentices throughout California and the nation to prepare people for careers in advanced manufacturing occupations. The project focuses on serving the Aerospace and Bioscience sectors including IT occupations and many other advanced manufacturing sectors. The grant includes employer partners such as Aerojet Rocketdyne, Bachem America's, Impresa Aerospace, IBM, Magnetika, Lockheed Martin, Northrop Grumman, Tesla and Hypertherm and many others.²³

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

²³ Aero-Flex website: <https://www.sbwib.org/aero-flex>; Bio-Flex website: <https://www.sbwib.org/bioflex>

The Verdugo Workforce Development Board (VWDB) has partnered with seven bioscience companies to develop an industry-valued credential to assist the employers in identifying qualified candidates for their job openings. The Bioscience/Biotechnology Industry Credential Team used input from the companies to develop an assessment instrument to determine that qualified candidates have acquired the core competencies needed as biomanufacturing technicians, biotechnology technicians or lab technicians. All students graduating from a bioscience program in the LA Basin are eligible to take the assessment and those earning a 70% score or higher will earn the industry-valued credential. The Industry Credential Team, led by Grifols Biologicals and coordinated by VWDB, also included Los Angeles Valley College. The Team partnered with six additional companies to develop the assessment instrument: Amgen, Takeda, Gilead, Neutrogena, Prolacta, and Kite. The seven companies have committed to guarantee an interview for any student who has earned a credential and is seeking employment. The Industry Credential Team has been expanded to include Los Angeles Mission College, Glendale Community College and Biocom Institute.

The Industry Credential Team developed the testing protocols and process using the Canvas Learning Management System to administer the assessment instrument virtually and generate the digital credential. The COVID-19 pandemic brought to light the need for an efficient system for implementing the credentialing process utilizing a flexible and well-known tool like Canvas and using GCC as a hub. All students earning the credential will receive career services from the Verdugo Jobs Centers and have their resumes entered into a business portal hosted by Biocom Institute so they are easily accessible by the hundreds of Bioscience companies that are members of Biocom. Partnering with the Bioscience companies and the colleges assists the Credential Team in meeting employer needs while moving job seekers into technical jobs that offer competitive wages in a growing industry at the forefront of sustaining the health and well-being of people around the world.

To help meet the demand for hundreds of trained workers in the Antelope Valley, a partnership was developed among Northrop Grumman, Antelope Valley College, the City of Palmdale, the Los Angeles County WDB, and Goodwill Southern California, which operates the Santa Clarita AJCC. This customized manufacturing training program is offered on the campus of Antelope Valley College with a curriculum developed by Northrop Grumman. Students participate in 16 weeks of intensive training, which culminates in a guaranteed round of job interviews from which Northrop Grumman has first pick of graduates. Employees fabricate and assemble large aircraft. Despite the pandemic, this successful partnership netted the hiring of 531 participants in 2020. In response to Governor Gavin Newsom's commitment to zero-emissions, Los Angeles County launched an advanced electric bus manufacturing training program with Proterra, Cerritos College and the United Steel Workers Local 675's first Collective Bargaining Agreement, ensuring worker voice and the development of a high-quality, highly skilled, electric bus manufacturing workforce.

In addition to the apprenticeships described above, the region's WDBs are collaborating on a number of other fronts to promote apprenticeships. For example, the LABRPU developed a

detailed process to facilitate co-enrollments into the SBWIB's construction apprenticeship program. The LA City WDB is working with the Mayor's Office and the LAUSD to convene an apprenticeship policy summit to increase apprenticeship opportunities in nontraditional sectors, and is working to implement policy recommendations included in the City's Apprenticeship Strategic Plan. Further descriptions of sector initiatives that are aimed at specific target populations are described in Section C of the regional plan.

C. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

- *Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. This should include whether the RPU has, or plans to develop, a formal policy related to job quality.*
- *Describe how the RPU and regional partners will work together to identify shared target populations and develop targeted service strategies.*
- *Describe how the RPU and regional partners will work with employers and training providers to ensure that historically unserved and underserved communities have equal access to the regional sector pathways, earn and learn opportunities, supportive services, and other approaches identified by the RPU. This should include whether the RPU has, or plans to develop, a formal policy related to equity.*

Through the vigorous and ongoing use of labor market data, the LABRPU identifies growing and in-demand occupations and career pathways which lead to economic security for job seekers and incumbent workers. The RPU supports employers who provide quality jobs primarily through its sector initiatives, which target occupations where it is possible to earn family-sustaining wages and comprehensive benefits, as illustrated by the many examples in the previous section. Following the end of the COVID-19 pandemic and as part of its ongoing assessment of labor market intelligence, the LABRPU will assess whether a formal RPU policy related to job quality will advance the work of the many initiatives already underway throughout the region.

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

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

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

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

The strategic co-enrollment system is currently being piloted and all seven WDBs have participated by co-enrolling with another WDB. The focus of co-enrollment was the CUPP available through SBWIB; however, other programs were also used for co-enrollment. Co-enrollments in the pilot allowed one AJCC to provide training services and job placement assistance to a participant while another provided Individualized Career Services and supportive services. Based on this pilot, the co-enrollment system will be fully implemented to facilitate the co-enrollment of participants in any career pathway or apprenticeship in the LABRPU. This co-enrollment will maximize the opportunities available for participants to gain the technical skills they need to earn competitive wage and achieve economic equity. The VWDB was the lead board to coordinate the Communication Strategy on behalf of the LABRPU. The strategy included the development of outreach materials to ensure a consistent and effective messaging for the region. In addition, a website was developed to ensure the region's promotion of regional workforce development activities to all stakeholders. The website will be used by the AJCC's to remain updated on the available career pathway and

apprenticeships available throughout the region for co-enrollment opportunities. Currently the VWDB is managing the regional website.²⁴

The LA Basin is also home to many individuals who have involvement with the justice system. Connecting these individuals to sustainable, well-paying career pathways is critical to reintegrating them with their communities and preventing recidivism. The LABRPU's Prison 2 Employment (P2E) initiative is focused on helping people involved with the justice system overcome the complex barriers they face, and enter a path to a rewarding career, self-sufficiency, and a better life. The P2E program is an innovative collaboration between the Workforce Development Boards, County Probation, State Parole, California Department of Corrections and Rehabilitation (CDCR) systems, community-based organizations that serve this population, adult schools and community colleges, and America's Job Centers of California (AJCCs) across the region. Through alignment of resources and expertise, the LABRPU is taking a holistic approach to supporting program participants, with access to education, training, and apprenticeships as well as housing, transportation, childcare, mental health services, substance use disorder treatment, and individualized case management. LABRPU established partnerships with justice serving organizations to assist in the recruitment, enrollment and supports for the reentry population. This included creating an electronic referral system that allows LA County Probation to make and track direct referrals to the AJCC system. The RPU is also participating in a direct referral system utilized by the CDCR Department of Adult Parole.

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

The RPU has targeted four priority sectors that have historically supported the hiring of formerly incarcerated individuals: Construction, Manufacturing, Transportation/Logistics and Hospitality. Each of these sectors provide opportunity for this population within the high demand and living wage goals of the region. The LABRPU is on track to meet or exceed its goal of 705 re-entry participants.

The LABRPU is also working with education partners to address educational disparities. As detailed in Section A, the Latinx population is over represented amongst those who have not obtained a high school diploma. In the LA Basin, one in six young people ages 18 to 24 are out of work and out of school. The LABRPU and its partners are working to reconnect youth to their schools, communities, employers, and a brighter future. One of the most ambitious,

²⁴ <https://www.labwn.com>

comprehensive, and far-reaching models in the country, the Los Angeles Performance Partnership Pilot (LAP3) program is focused on reengaging disconnected youth to educational and work-readiness services.

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

Another regional initiative that connects youth with local employers is the Advanced Linked Learning Innovation Network (aLLin) Initiative. Partners include Cal State University Long Beach; Long Beach Unified School District; ABC Unified School District; Norwalk/LaMirada School District; Cerritos and El Camino Colleges; Pacific Gateway, SELACO, and SouthBay WDBs. One of the outcomes of the partnership is a Career Pledge Connections Portal that allows the partners to list opportunities for businesses to collaborate with local K-16 educators and workforce boards to prepare students for future careers. Opportunities include serving on an advisory committee for a local college or school district; sitting on a panel or being a guest speaker for an industry-specific event or dialogue; serving as worksites for student internships or work experience; participating in a job fair; and serving on a WDB.

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

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

The LABRPU is also coordinating across the region on the Transitional Subsidized Employment (TSE) Program. With SBWIB as the administrative lead, this sole source agreement with the Los Angeles County Department of Public Social Services (DPSS) is the largest program of its kind in the nation. The TSE program is among several countywide programs that target individuals on public assistance (TANF), as well as General Relief Opportunities for Work (GROW), foster

youth, probationary youth, transitional aged youth, and aide's homeless individuals through special initiatives throughout the LA Basin. More than 900 employer and LA County Department worksites located throughout the region have agreed to use their businesses as a platform for providing hands-on paid work experience (PWE) and On-The-Job Training (OJT) opportunities for these individuals. Participating industry sectors range in variety and include: retail, transportation, hospitality, manufacturing, healthcare, and construction.

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

Currently, the LA:RISE consists of twelve social enterprises/ transitional employment providers, five City AJCC workforce partners, and two specialized job retention providers. From Fall 2015 to Spring 2021, 3,700 individuals have been employed in subsidized, transitional jobs and 2,200 have been placed in competitive, unsubsidized jobs. As a result of the program's early success, LA:RISE is now locally funded by a City General Fund allocation, LA County Measure H, and other workforce funding, averaging \$6 million per year.

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

The LABRPU's RPI 4.0 project is focused on activities to strengthen the system's focus on income mobility, equity, and inclusion. Within the region, some cities and/or WDB's already have established equity, diversity, and inclusion plans and programs. The LABRPU is planning to develop benchmarks and a method to track professional development for staff and partners to enhance their skills and abilities in meeting the needs of target populations. Upon completion of a designated curriculum of trainings, workshops, and events, those who meet the necessary activity requirements will receive a certificate of completion for the LABRPU's

Equity, Diversity, and Inclusion Initiative. This certification will enable certificated staff to take what they have learned and implement their own workforce development-based Equity Diversity and Inclusion Initiative (EDI) as a workforce development board-certified EDI advocate.

In addition, the LABRPU will work together to develop a collaborative and current strategy to address the pressing issues of inequality, lack of diversity, and lack of opportunity. This includes facilitating community conversations and engagement, and training in race, equity, and high road jobs to promote improved service delivery, income mobility for individuals with barriers to employment, and growth in the regional economy. The LABRPU also plans to develop benchmarks and measurements to track progress towards ensuring economic equity and job quality by targeting and creating EDI employer champions who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits.

D. Aligning, Coordinating, and Integrating Programs and Services

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

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

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

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

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

- The Los Angeles County WDB has entered into agreements with each of the other WDBs under which TANF, Juvenilia Justice Crime Prevention Act, and General County

funds are distributed for the operation of the year-round Youth@Work employment program;

- The Los Angeles County WDB has entered into agreements with the other WDBs under which funds are provided to serve targeted populations including individuals experiencing homelessness (Measure H) and justice-involved populations through the INVEST program (SB678);
- On behalf of the County Department of Public Social Services, the South Bay WIB administers a TANF-funded Temporary Subsidized Employment Program entering into agreements with some WDBs and AJCC service providers across the region for the operation of the program;
- Both the City of Los Angeles and Los Angeles County WDBs contract with each other to support two (2) shared AJCC sites; or for the delivery of specific workforce development programs;
- WDBs within the region have an agreement with the South Bay WIB for the I-TRAIN system, through which the eligibility of training providers and programs is vetted, and, once placed on the Eligible Training Provider List, monitored for on-going compliance and performance.

Southeast Los Angeles County Workforce Development Board

Local Plan Program Years 2021 – 2024



Contact:	Yolanda L. Castro, Executive Director
Phone:	(800) 481-6555
E-Mail	yolandac@selaco.com

TABLE OF CONTENTS

		PAGE
I.	INTRODUCTION AND OVERVIEW	4
II.	WIOA CORE AND REQUIRED PARTNER COORDINATION	
	A. Coordination with AJCC Partners and WIOA Memoranda of Understanding	7
	B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management	10
	C. One-Stop System's Use of Technology and Other Remote Strategies	12
	D. Coordination of Workforce Activities and Support Services	13
	E. Physical and Programmatic Accessibility for Individuals with Disabilities	14
III.	STATE STRATEGIC PARTNER COORDINATION	
	A. Coordination with County Human Services Agency and Other Local Partners That Serve Individuals Accessing CalFresh Employment and Training Services	17
	B. Coordination with Local Child Support Agency and Other Local Partners Serving Individuals That Are Non-Custodial Parents	18
	C. 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	19
	D. Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who Are English Language Learners, Foreign Born, and/or Refugees	22
IV.	WIOA TITLE I COORDINATION	
	A. Staff Training and Professional Development to Increase Digital Technology Skills	25
	B. Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma	26
	C. Coordination of Rapid Response and Layoff Aversion Activities	28
	D. Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs	29
	E. Services and Activities Available under WIOA Title I Youth Program	33
	F. Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities	35
	G. 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	36

V.	CONSIDERATIONS FOR PROGRAM YEARS 2021 - 24	38
VI.	APPENDICES	
A.	Stakeholder and Community Engagement Summary (Attachment 1)	41
B.	Public comments received that disagree with the Local Plan (Attachment 2)	43
C.	Signature Page (Attachment 3)	44

I.	INTRODUCTION AND OVERVIEW
-----------	----------------------------------

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the Southeast Los Angeles County Workforce Development Board (SELACO WDB) has developed a four-year Local Plan covering program year 2021-24. Upon approval by state officials representing the Governor, the Plan will be effective from July 1, 2021 through June 30, 2025. This Plan replaces the SELACO WDB's PY 2017-20 Local Plan and its 2019 modification. While this Plan carries forward some of the strategies that have made local services effective and programs successful, it expresses the intention of SELACO WDB to examine and embrace opportunities for improvement over the life of the Plan.

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 for the purposes of providing workforce development and related human services.

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

During the planning process of developing 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. Following are the Board's priorities for the four-year period covered by the 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 and to develop alternative strategies to serve its customers. In other ways, the organization embraced time to evaluate changes needed so staff could adapt to meet changing demands. As the pandemic subsides and the economy begins to recover, the road to "normal" will be filled with many challenges. SELACO WDB must leverage the lessons of the pandemic in meeting these challenges, building on its proven strengths, and developing strategies to strengthen areas for improvement.

Adopt the Language of Business: In all business facing interactions, SELACO WDB and individuals representing the work 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.

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.

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.

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.

Each of these priorities will require significant additional analysis. The SELACO WDB will undertake this analysis and develop plans of action around these priorities following the implementation of the PY 2021-24 Local Plan. These 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 operational period of the Plan.

Developing the WDB’s PY 2021-24 Four-Year Plan

Development of the 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.

Impact of COVID-19 on The PY 2021-24 Plan

In some ways, the planning process 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 of information necessary for the Plan. However, through the use of virtual technology, all necessary conversations were held, and information was secured that resulted in a new Local Plan.

While the content of this Plan frequently references the pandemic, most descriptions of activities and services are described in a “non-pandemic” context. SELACO WDB leaders recognize that effects of COVID-19 will likely shape their work over the next several years, particularly during the first half of the period covered by this Plan. However, as strategies are described moving forward, the intent, largely, is with a view to offering these services, at least in part, through traditional processes.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

The Workforce Innovation and Opportunity Act (WIOA) includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are 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 into 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
Title II Adult Education and Literacy	Partnership for Adult Academic and Career Education (PAACE) Consortium
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 Workforce Development, Aging and Community Services (WDACS)
Job Corps	Long Beach Job Corps Center. <i>Note: MOU was agreed upon, but final signatures were not provided by Job Corps.</i>
Native American Programs (WIOA Section 166)	United American Indian Involvement
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	Field of Dreams Learning (YouthBuild Academy)
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant	Los Angeles County Department of Public Social Services
Housing and Urban Development E&T	Norwalk Housing Authority
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

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 SELACO WDB System Management Team (SMT), 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. 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.

SELACO WDB management was 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. The partners coordinate delivery of workshops and orientation sessions. EDD supports facilitation of the AJCC’s “Friday Job Club” and is an active member of SELACO WDB’s Collaborative Community Network (CCN). CCN is a stakeholder network, in which EDD staff take an active role participating in its Business Services, Client Services, and Youth Work Groups. 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 the last two years, much of the coordination between DOR and SELACO WDB leadership has been focused on the development of the Southeast Los Angeles County Local Partnership Agreement for the expansion of competitive integrated employment opportunities for individuals with intellectual and developmental disabilities. DOR is an active member of the SMT.

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 across the nation. 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. Under non-COVID circumstances, Job Corps staff’s principal activity at the AJCC is to promote the Job Corps program to potential applicants, who are youth and young adults ages 18 to 24.

Native American Programs (WIOA Section 166): Collaboration between United American Indian Involvement (UAI) and SELACO WDB has grown stronger in recent years. UAI had recently 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 UAI’s connection to other workforce system partners. Leaders from UAI also participate in SMT activities.

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.

Youth Build: SELACO WDB has strong ties to Field of Dreams Learning (FODL), a local community-based organization that is connected to the Youth Build Academy. The SELACO WDB and FODL are partners in a state-funded AB 1111 Breaking Barriers to Employment program and regularly refer youth and young adult participants across the two agencies. Leadership from FODL also participate in the SMT.

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, which 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: Through an MOU with the Norwalk Housing Authority (NHA), NHA has made a commitment to share resources and refer customers to SELACO WDB's mandated partners.

Unemployment Compensation: In a non-COVID environment, customers needing assistance with Unemployment Insurance (UI) are referred to EDD staff, who answer general questions and connect customers directly to UI representatives. SELACO WDB staff has been trained on UI registration via CalJobs and assists customers in accessing the CalJOBS system. In response to COVID, EDD created a specialized inbox for referrals needing UI information. This inbox ensures that all UI customers are contacted within a reasonable timeframe regarding their UI-related questions. This system worked effectively.

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 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.

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., P2E, AB 1111); and various local education and social services programs.

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 there may be 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 instruct partners in and encourage 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 Correction and Rehabilitation, the local housing department, 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. Consistent 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 our One-Stop Operator 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.

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.

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 difficult accessing services due to proximity. Yet, there are individuals spread across the area for whom virtual services increase access to services. This fact has been driven home by pandemic-related restrictions which have 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.
- SELACO WDB's newsletter is posted on its 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.
- 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, such as AB1111 and SELACO's Cal Bright University pilot.
- 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, Career Exploration workshops. Some workshops are offered in Cantonese.
- A Youth Job Club meets online.

SELACO WDB has implemented a program through which enrolled customers may be loaned 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. As the virus is contained and 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.

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 the provision of 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 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 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, AB 1111) 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, it is likely that 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 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 that enables access for customers. As these changes occur, so too will SELACO WDB's policies and practices concerning supportive services.

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, 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 process; maintenance of policies and complaint files (if applicable); display of announcements, mandatory posters, or signs for clients visual and/or hearing disabilities; and inclusion of EO and accessibility taglines are placed on internal and external communications.

SELACO WDB recently underwent an 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 this review 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.

Technology

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

<i>Assistive Technology</i>	<i>Details</i>
Keyboards w/Large Print Keys	Ensures visually impaired persons easy location of keys on keyboard when typing
WYNN Wizard 3.1	Text to speech and screen reading software and scanner software for learning disability and visually impaired persons.
WYNN Reader 3.1	
JAWS for Windows	
Epson Flatbed Scanner	
Kensington Expert Trackball Mouse	Easier to browse and move through document and on 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 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.
TTY/TDD Super print Pro 80 Printer	Telecommunication device for deaf persons. Printer utilized as a mobile unit for customers/staff

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 group0s, 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 American’s 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.

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 its 2019 modification to the Local Plan, SELACO WDB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers 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 2021-24 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 Public 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 a 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 a full day training session 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. In addition, a designated CalFresh E&T representative has been assigned as a principal point of contact with our AJCC and works onsite twice a month (under non-COVID-19 circumstances) to assist and recruit customers. With the onset of the pandemic, the CalFresh representative now receives referrals via online communications. Customers needing DPSS assistance are provided information that enables them to make contact with the CalFresh E&T representative.

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. A more structured process for co-case management would also lead to stronger coordination between the two programs.

<p>Coordination with Local Child Support Agency and Other Local Partners Serving Individuals Who Are Non-Custodial Parents</p>

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 the 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 goals 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 WDBs 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 to 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.

SELACO WDB is committed to reaching an agreement with DCSS that will result in the execution of an MOU. While it awaits the completion of negotiations, the SELACO WDB is able to make referrals to a designated DCSS case worker. Referrals from DCSS to SELACO WDB are also being made.

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 Development 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 Partner 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 Agreements

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 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.

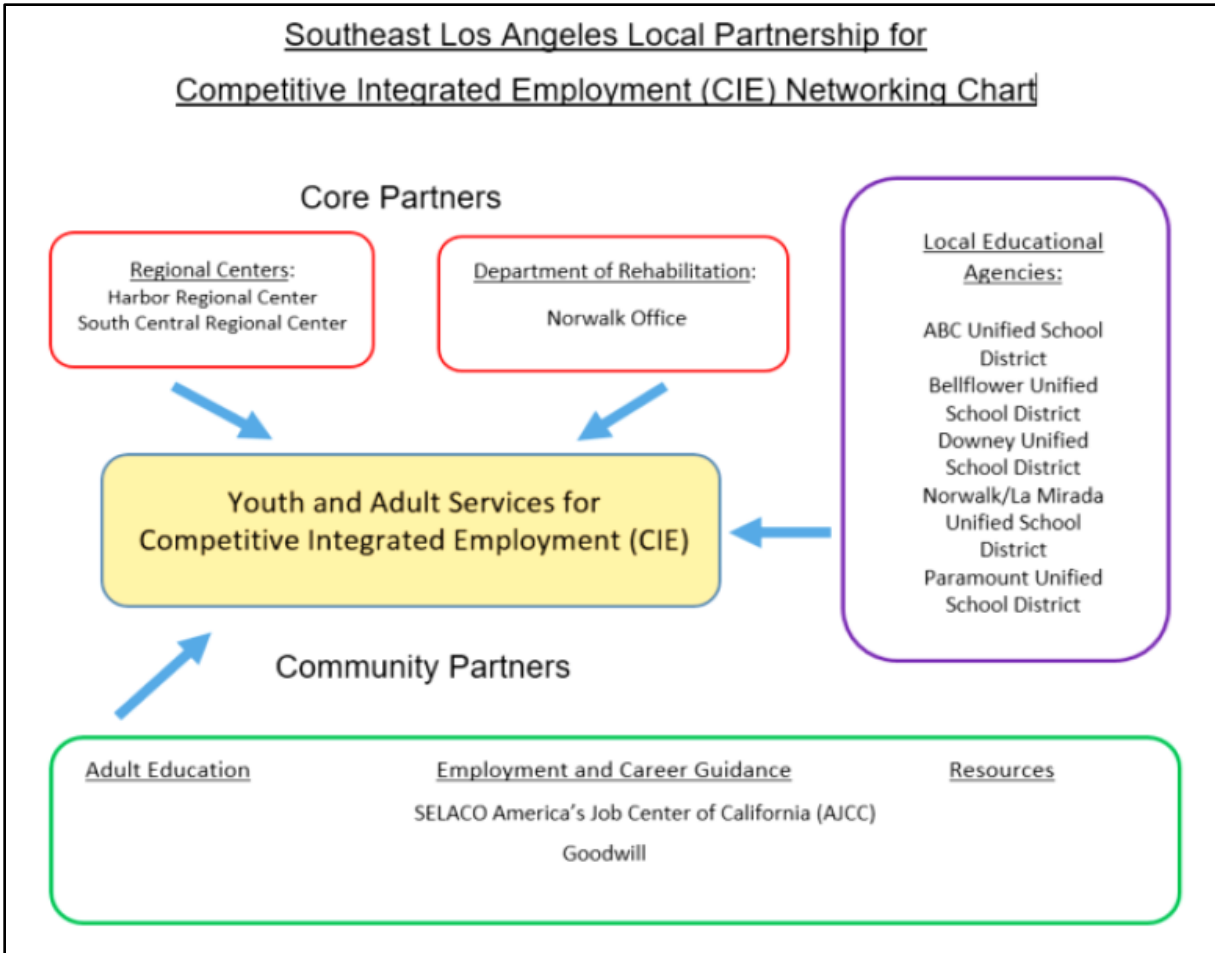
Career Development Specialists can help a job seeker review job status, prepare to move up a career path or find a new job, explore training and employment options, and develop a career plan. Workshops available at the Career Center help job seekers market skills effectively, work on job search techniques, 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 of the LPA partners:



With the LPA having been signed just a few months before 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, and services as described in the agreement will be fully implemented under SELACO WDB’s PY 2021-24 Local 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 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 provides a clear description of partnerships and strategies to serve this important target group, the 2019 Modification to the Plan provides 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 the 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; Fields of Dreams Learning, and Learn4Life. 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 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 businesses able to provide work-based learning and/or employment opportunities ELL participants. To support this objective, AJCC staff is developing 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, identify strategies to move ELLs into career pathway programs while they continue to increase their English proficiency.
- In collaboration with education partners, identify strategies to increase dual enrollments in ESL and training in partnership with adult schools.

- More closely coordinated case management among WIOA, CBOs, and education staff.
- Schedule cross-training with ELL/immigrant-serving CBOs and workforce partners to increase understanding of one another's programs and services.

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 business related computer training topics.
- Executive Cybersecurity training. This was followed by the establishment of internal Cybersecurity Council to manage this issue.
- 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.

Enhancing Staff Training Opportunities

Moving forward into the period covered by this four-year Plan, SELACO WDB will continue to offer regular training to staff that reflects emerging technology and changes in its business environment that may affect what products they use and how they use them.

SELACO WDB plans to provide staff with continued computer training, as technology has become the foundation to how we conduct 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 “Brainstorm”, 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. Additionally, Microsoft has initiated a “Skills Initiative” designed to provide computer training in demand occupations with Microsoft Certificates of Completions provided once an individual has successfully completed training. SELACO WDB customers and staff will be utilizing this free training. Additionally, SELACO WDB has secured an IT consultant to provide Cybersecurity training for all SELACO WDB staff. As an example, it is critical in today’s digital world that all attachments and documents be encrypted for cybersecurity safety. This is just one small example of the continued training that SELACO WDB staff will receive in Cybersecurity topics.

<p>Frontline Staff Training and Professional Development to Increase Cultural Competency and Effectiveness in Working with Individuals and Groups that Have Been Exposed to Trauma</p>

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. Within the last year, SELACO WDB has started to hold quarterly symposiums as a mechanism to bring more information and training to staff from all agencies that comprise the local workforce system partnership. The first such event was held in October 2020 for 150 frontline workers and focused on co-case management and leveraging resources across programs. Future symposiums could serve as ideal forums to host training and discussions on cultural competency and understanding trauma.

Training to Increase Cultural Competency

The communities served by SELACO WDB are culturally diverse as is its 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 have 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 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: barriers to diversity and inclusion that can lead to discrimination.

Specific topics that would support staff in developing cultural competency and humility, could 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.

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 not work in this system.

As SELACO WDB staff continue to explore opportunities for trauma training to support all, SELACO WDB has identified additional topics that will enhance staff’s ability to address customers experiencing trauma:

- Understanding trauma;
- Situations that can be traumatic;
- Types of trauma;
- Impact of trauma on development and behavior;
- Understanding traumatic stress; and
- Treating customers in a trauma-sensitive manner.

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. In addition, SELACO WDB plans to reach out to the California Workforce Association (CWA) as it brokers a wide range of training for the workforce system. CWA may have trainers already identified or could survey its slate of trainers regarding their ability to develop training for local workforce boards and their partners.

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, 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.

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 certified training.

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 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 has implemented a virtual Rapid Response orientation format that is accessible via hyperlink. A digital resources information packet is emailed to affected employees.

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 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.

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.

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.

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 Worker

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 include:

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

Training Program Targeted to Machinists Displaced as a Result of the Pandemic: As manufacturing businesses have furloughed workers, such as machinists, many have opted to participate in training that will result in an industry-recognized credentials. These certifications will make workers more competitive in the post-pandemic economy.

Increased Availability of High-Demand Skills Training to Address High COVID-Related Unemployment: SELACO WDB has worked with Cerritos College to enroll many job seekers in training for high-demand jobs, including computer skills and logistics.

AJCC Workspace for Online Learners: Many individuals participating in online training have limited web access and lack suitable learning environments at home. SELACO WDB has remained open to customers on a “by appointment” basis throughout much of the pandemic. Participants engaged in online learning are allowed to reserve socially distanced workspaces to participate in their virtual classes.

Calbright College IT Training Pilot Program: SELACO WDB is one of a small number of WDBs that are participating 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 are enrolled in a short-term “pre-IT” course that prepares them for more rigorous training to qualify for high-demand technology jobs.

Microsoft Skills Institute Training: For a small fee, SELACO WDB is able to enroll participants into the institute’s training which is focused on building skills related to the Microsoft 365 range of applications. This training is available to individuals who are currently employed or are changing their career focus.

Tandem Workshop Training in Partnership with EDD: In response to COVID, EDD has moved its workshops (e.g., job search assistance, labor market information) online. SELACO WDB refers customers to these workshops, which provide basic information needed by many job seekers. SELACO WDB staff have designed and implemented a series of workshops with more in-depth information that complement EDD’s offering. Job seekers desiring more in-depth information are scheduled for these sessions.

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 provided; 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 18 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. Moving into the new 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 Learning4Life and Field of Dreams Learning, which provide 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.

As SELACO WDB prepares to issue the next competitive solicitation for the WIOA ISY Program, digital skills training will be a required component.

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.

As described in Section III.C. SELACO WDB is poised to begin work with Local Partner 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.

In 2019-20 in partnership with Long Beach Community College (LBCC), SELACO WDB piloted a project designed to support young adults (18-24 years of age) with autism to train and prepare to receive on-the-job training as CNC Machinists. The project demonstrated exciting potential for successful completion however, due to COVID, was placed on hold until LBCC could reopen their courses that required hands on training.

Entity Responsible for Disbursal of Grant Funds and the Competitive Process Used to Award Contracts for WIOA Title I Activities
--

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/OSO, WIOA In-School Youth Program providers and any 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.

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
--

The AJCC/OSO function is delivered by a competitively procured contractor, while the responsibilities of the Career Services Provider function are met by directly by SELACO WDB staff.

AJCC Operator

In 2017, SELACO WDB procured The PRAXIS Group as the OSO for the AJCC and the one-stop system partners.

The OSO's Scope of Work indicates that the OSO will serve as the facilitator and coordinator of the SELACO WDB AJCC partner shared services. Role and responsibilities include the following:

- In conjunction with appropriate SELACO WDB staff, coordinates partners' activities as described in negotiated cooperative agreements/memoranda of understanding (MOUs) and resource sharing agreements with all WIOA-mandated partners.
- Acts 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 their group, the System Management Team (SMT).
- 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, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the SELACO WDB and the partners implement the Local Plan.

Job Seeker Services

- Invest 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 surveys 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

- Develop a plan to offer workforce services through a combination of in-person and online delivery, post pandemic.

- Explore options to develop service-by-service virtual equivalents to in-person AJCC services.
- Develop a plan to utilize social media more effectively to promote the local workforce system and deliver information and services to customers.
- Consider 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.

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

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"> • Email distribution list • Posting with city clerks • Posting on website • Constant contact • Public announcement published in Press Telegram. • SELACO WDB Newsletter 	<ul style="list-style-type: none"> • SELACO WDB Board • SELACO WDB Policy Board (Local Elected Officials) • SELACO SMT Partners • Employers • City managers • Chamber of Commerce • Community Based Organizations 	<ol style="list-style-type: none"> 1. Stakeholder Forum 12/17/2020: 32 2. Stakeholder Forum 1/21/2021: 29 3. Stakeholder Forum 2/2/2021: 32 4. WDB Board of Directors Meeting 3/25/2021: 5. WDB Policy Board (Local Elected Officials) Meeting 4/20/2021 	<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</p>

			<p>sent to key stakeholders 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>
--	--	--	---

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

*No public comments were received during the 30-day public comment period.

SIGNATURE PAGE

The following signatures represent approval of the 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

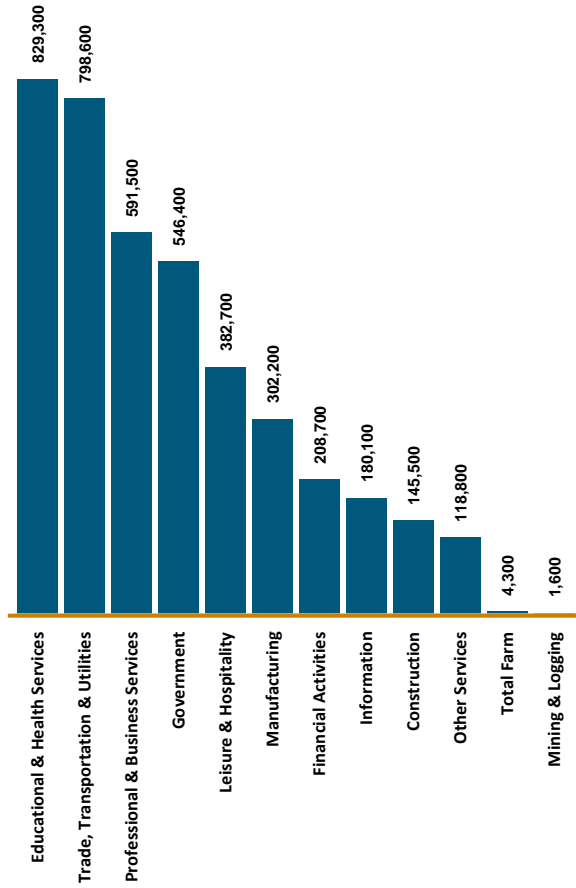
For the **Southeast Los Angeles County Workforce Development Board:**

Mark Dameron, Chairperson	Date

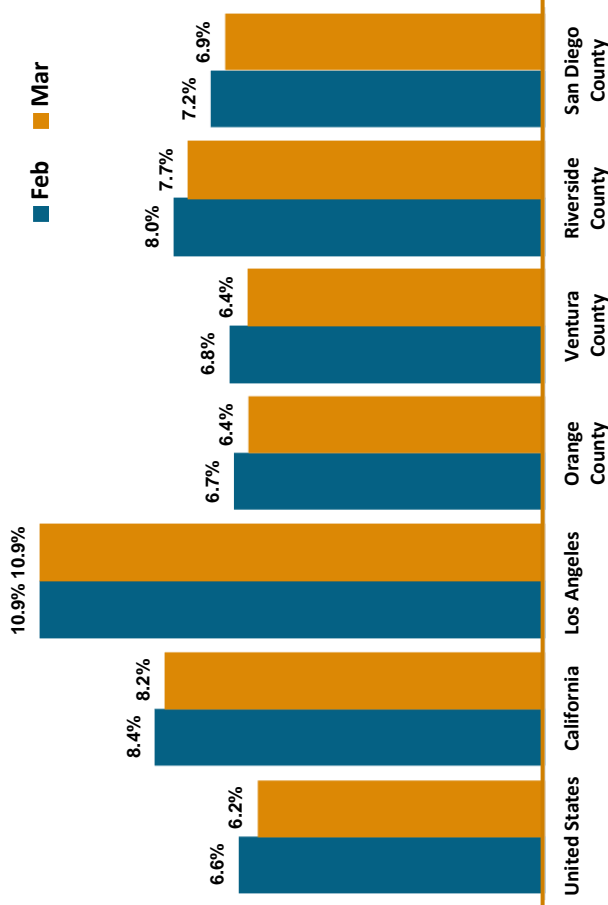
For the **Southeast Los Angeles County Local Workforce Area**

Jeff Wood, Chairperson	Date

March Industry Sectors Ranked by Employment Size¹



Unemployment Rate (%)²



Online Job Advertisements – March 2021 Help Wanted Online³

Top 10 Employers

- Anthem Blue Cross – 4,544
- Northrop Grumman – 2,105
- Allied Universal – 1,722
- University of California – 1,712
- University of Southern California – 1,260
- Cedars Sinai – 1,000
- Raytheon- 765
- Deloitte- 739
- Charter Communications - 678
- City of Hope- 670

Top 10 Occupations

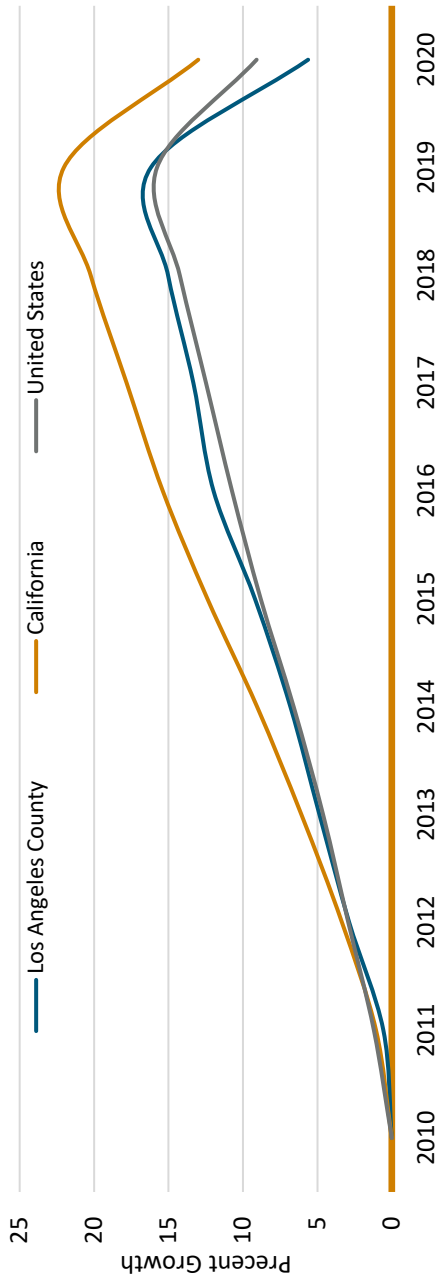
- Registered Nurses- 6,688
- Sales Rep, Wholesale and Mfg, Except Tech and Scientific Products – 6,507
- Managers, All Other – 5,344
- Computer Occupations, All Other – 4,690
- Customer Service Representatives – 4,575
- Retail Salespersons – 4,562
- First-Line Supervisors of Retail Sales Workers – 3,228
- Software Developers, Applications – 3,202
- Security Guards – 3,000
- Heavy and Tractor-Trailer Truck Drivers – 2,825

Top 10 Cities

- Los Angeles– 82,828
- Long Beach – 8,951
- Pasadena– 5,091
- Torrance – 4,932
- Santa Monica – 4,859
- Burbank– 4,459
- Glendale – 4,371
- El Segundo – 4,213
- Santa Clarita – 2,862
- Culver City – 2,587

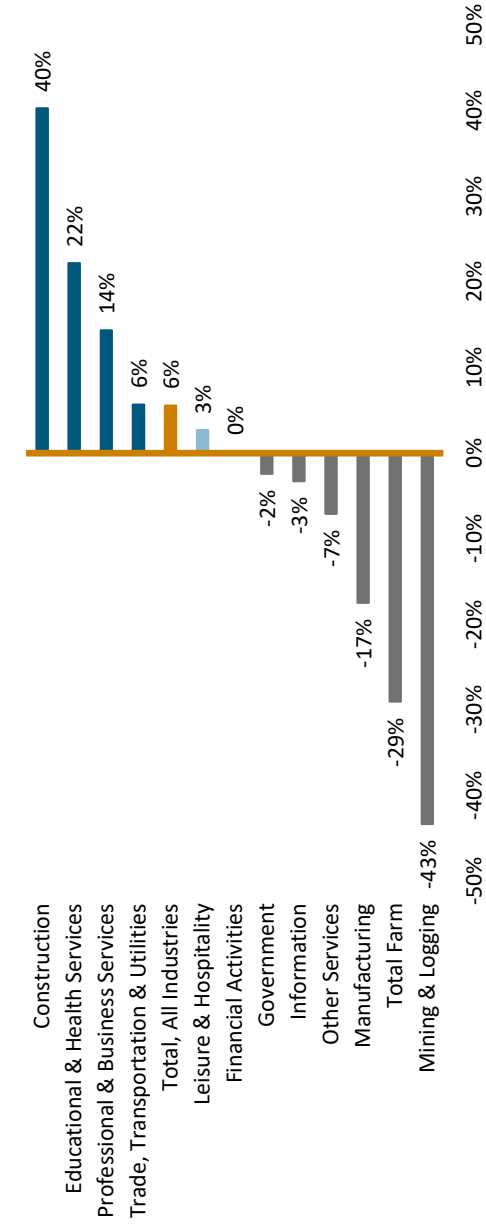
Sources: ¹ Current Employment Statistics (March 2021), ² Local Area Unemployment Statistics (March 2021), ³ Labor Insight (Burning Glass Technologies), Help Wanted Online (March 2021).

Total Nonfarm Industry Employment Growth Comparison Percent Change Relative to 2010⁴



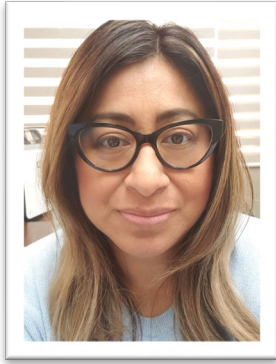
The adjoining figure shows the total nonfarm employment growth between Los Angeles, California, and the Nation. The growth is measured against a 2010 employment baseline and is displayed as a percentage change. Nonfarm employment grew annually from 2010 to 2019 in all three regions, with California leading in employment growth. However, in 2020 there was a change in course as all three regions registered a downward spike as a result of the Covid-19 pandemic. Los Angeles County experienced the largest relative employment reductions.

Industry Employment Growth Rate With Pandemic Effects Los Angeles County 2010-2020⁴



The adjacent figure displays the percentage change in Los Angeles County industry employment from 2010 and 2020. During this period, the **total all industries** growth in Los Angeles County was 6 percent. Industries that grew more than 6 percent exhibited **strong growth**, those that grew less than 6 percent exhibited **medium to slow growth**. Six industries contracted over the period.

Source: ⁴ Current Employment Statistics (2010-2020 Annual Averages).



Brenda S., Lakewood

Workforce Challenge:

Brenda had worked in supply chain, logistics, transportation and manufacturing management for 4 years when the company she worked for moved out-of-state. She searched for jobs extensively on various job search websites, but job searching during a pandemic without a college degree or certification, was very challenging. When Brenda was informed about the employment resources from the EDD, she hoped to find training towards certification and sought assistance at the SELACO

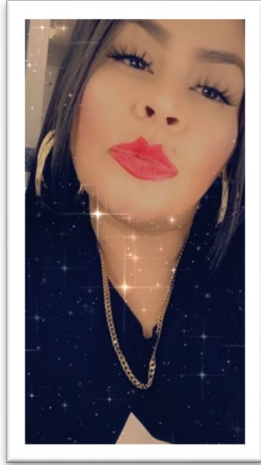
Workforce Development Board America’s Job Center of California in Cerritos.

Workforce Solution:

After enrollment, SELACO WDB funded Brenda’s training at New Horizons Computer Learning Center where she earned her Lean Six Sigma Green Belt certification in 10 weeks. SELACO also provided supplies, gas cards for interviews, child-care support, computer access and workshops on multiple job search subjects. In addition, she had access to Cal-Fresh and Medi-Cal representatives on-site as well as the EDD telephone.

Workforce Results:

Fourteen months had passed, but Brenda continued moving forward when a recruiter found her resumé online and contacted her. After four consecutive interviews with an agriculture company in Monrovia, Brenda was finally hired as a Demand Manager and will be working with forecasting, management waste, shipping, transportation, purchase orders and running multiple reports for supply and demand. When asked what she enjoyed most about her new position, Brenda answered; “I like the history and stability of the company, location, salary and the people.” She added, “Anyone that is looking for employment and anyone that is looking for advancement in their career and skills, should reach out to SELACO.”



Evelyn Daniel, Watts

Workforce Challenge:

Evelyn looked for jobs online and through friends, but not having a high school diploma and being unemployed for over a decade brought challenges. Having worked as a cook in the fast-food industry for 3 years was good, but left her employment options limited. Evelyn was referred to the SELACO Workforce Development Board in Cerritos where she began her job search journey.

Workforce Solution:

Evelyn’s Career Development Specialist provided her with coaching, support and encouragement as well as workplace attire and work experience. Evelyn attended job search workshops and the 4-day seminar on high performance thinking, called “Steps to Economic and Personal Success” (STEPS), which helped her self-assess and set goals for success. She stated, “It gave me a sense of pride, a reason to get on track and keep moving in the right direction.”

Workforce Results:

After 200 hours of work experience and 320 hours of on-the-job training as an intern, Evelyn was hired full-time as a Monitor at a residential treatment center in Santa Fe Springs. She will keep daily logs, assist with testing, welcome new guests and ensure things run smoothly between residents and staff. Evelyn stated that the pay is good and she looks forward to moving up. The location and the hours are also a plus for her. Because she is passionate about this kind of work, Evelyn is eager to pursue certifications in this field. She advised other job seekers, “Set goals and seek resources to get you to the next step.”



Christine Ceballos, Hawaiian Gardens

Workforce Challenge:

Christina was looking for job training, workshops and just plain help. She discovered the Cerritos America’s Job Center by way of referral. She had searched for jobs online, on social media and want ads, but with a less than stellar background it was not easy finding a good fit.

Workforce Solution:

After enrollment, a Career Development Specialist provided Christina with career guidance and counseling. Christina said, “They helped me navigate through my job search journey by motivating me and making me feel important.” She was enrolled in a 3-week Multi-Craft Core Curriculum (MC3) Pre-Apprenticeship Training Program with Chabot-Las Positas College. Christina was thrilled to earn her certification and subsequently joined the painter’s union. To continue her success, SELACO also provided Christina with proper workplace attire and gas cards.

Workforce Results:

Christina now proudly works in the construction industry as a commercial painter in Local Union 1036. Her duties will include water proofing, preparation, inspection and much more. She enjoys the craft of the trade and the accompanying benefits of the job. She advises others, “Don’t give up, as anything is possible.”