

Southeast Los Angeles County Workforce Development Board

Local Plan
Program Years 2021 – 2024



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| I. INTRODUCTION AND OVERVIEW |
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In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board 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.

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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. |

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| 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.

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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.

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

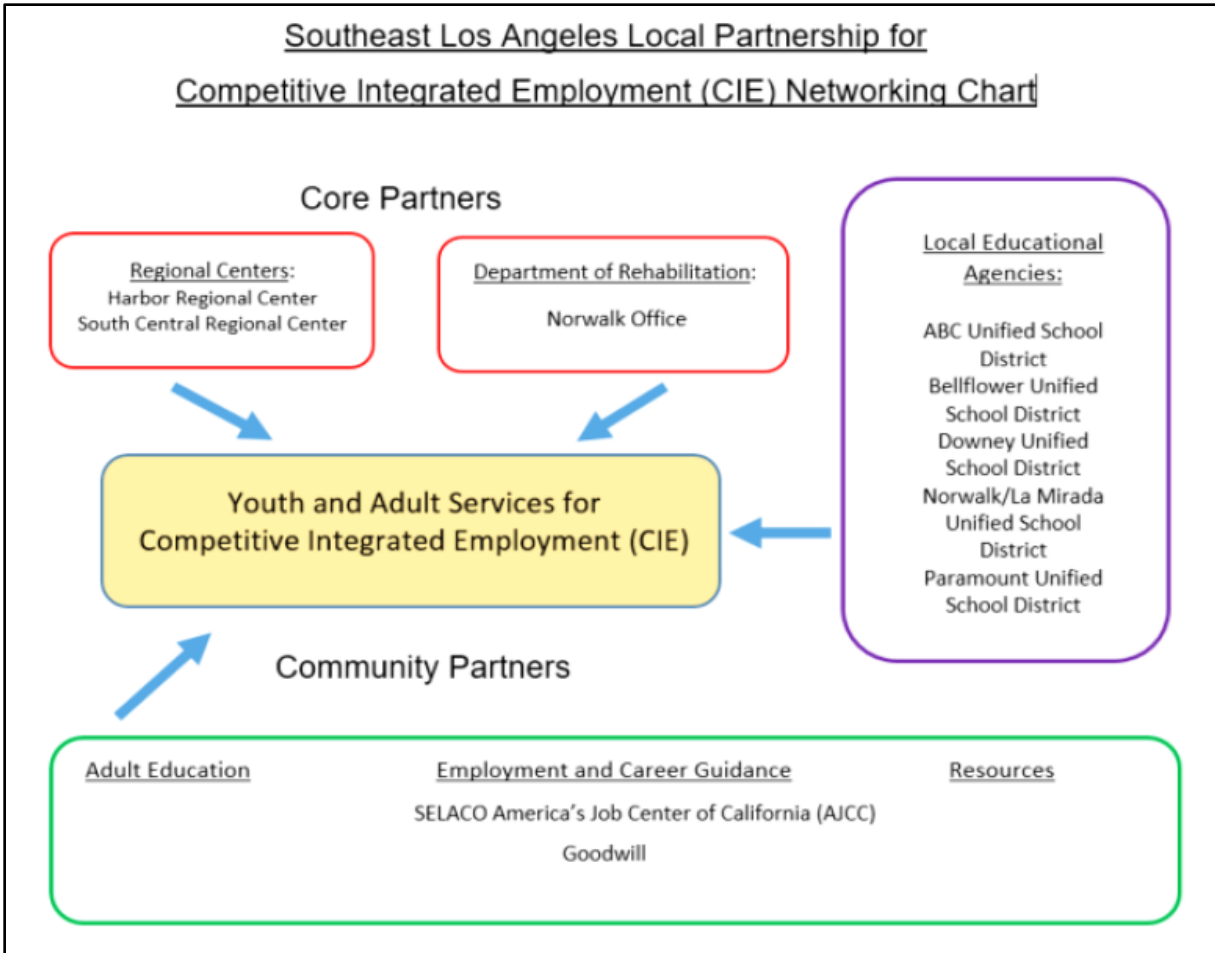
Career Development Specialists can help a job seeker review job status, prepare to move up a career path or find a new job, explore training and employment options, and develop a career plan. Workshops available at the Career Center help job seekers market skills effectively, work on job search techniques,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

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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.

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

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

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

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

SELACO WDB procures the AJCC/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.

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

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| VI. | APPENDICES |
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The following Items are Included as part of the Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

Attachment 2: Public Comments Received that Disagree with the Local Plan

Attachment 3: Signature Page

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Stakeholder and Community Engagement Summary

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

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

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

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

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

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

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

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

| Mode of Outreach | Target of Outreach | Summary of Attendance | Comments |
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| <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> |

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| | | | <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> |
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| PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN |
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| 1. | <i>From:</i> | <i>Date:</i> |
| <i>Comment:</i> | | |

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| 2. | <i>From:</i> | <i>Date:</i> |
| <i>Comment:</i> | | |

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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:**

| | |
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| | |
| Mark Dameron, Chairperson | Date |

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

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|------------------------|------|
| | |
| Jeff Wood, Chairperson | Date |