

**SOUTHEAST LOS ANGELES COUNTY (SELACO)
WORKFORCE DEVELOPMENT BOARD
LOCAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020**

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) oversees a local workforce area comprised of seven cities: Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk. With a population of just under 500,000 residents, the area occupies a unique space within the region's geography and economy, sitting on the border of Los Angeles and Orange Counties, the two most populous counties in California. While acknowledging the importance of our neighbor to the south, SELACO WDB's Local Plan is unequivocally rooted in regional planning that has occurred within the Los Angeles Basin Regional Planning Unit (RPU). Furthermore, this Plan fully supports the vision for regional collaboration expressed by the RPU's Plan. In addition, although this Plan clearly serves to report on the progress that SELACO WDB has made with regard to implementing requirements of the Workforce Innovation and Opportunity Act (WIOA), it does not neglect our board's obligation to seek opportunities for improvement. The Local Plan sets goals ensuring that SELACO WDB will continue to lead efforts to strengthen the workforce development system, both locally and regionally.

A. Vision, Goals, Strategy and Resource Alignment
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From time to time, Local WDBs re-assess their vision, mission, goals and strategies. SELACO WDB certainly did so in 2013 in the process of developing our WIA 5-Year Strategic Workforce Plan. Following the passage of WIOA, as we began to enter into discussions with core program partners and others about the content and purpose of Memoranda of Understanding (MOUs), we did so again. The process of developing the new Local Plan provides yet another opportunity to reexamine our goals. The information that follows draws from these past plans and current MOUs, from the State Workforce Plan and, substantially, from the Los Angeles Basin RPU's Regional Plan.

I. SELACO WDB's Vision, Goals and Strategies

The Los Angeles Basin RPU's Regional Plan provides an analysis of key economic conditions, in-demand sectors and the workforce. Factors examined within this analysis include industry competitiveness, employment by industry, employment forecasts, target sectors for workforce development, skill requirements, workforce characteristics (including education and skill levels) and workforce development activities in the region. SELACO WDB's Local Plan reflects this analysis.

Strategic Vision to Support Regional Economic Growth and Economic Self-Sufficiency

SELACO WDB's vision for meeting workforce development challenges within Southeast Los Angeles County is one centered on collaboration to address a wide range of stakeholder interests, including those of business, labor, education, social services, philanthropy, and community organizations. Bringing this vision to fruition requires that stakeholders work together to address the skills development and training needs of priority sectors, while at the same time ensuring that workers have access to career pathway services and training to meet those needs.

The board's vision for increasing the effectiveness and impact of the local system supports the RPU's Plan for regional economic growth and economic self-sufficiency. In terms of support for businesses and the economy, SELACO WDB is committed to ensuring training and services are available to meet the skill requirements of businesses in demand sectors. The WDB is equally committed to ensuring that all job seekers within the region have access to programs that will enable them to acquire the skills that businesses need. For populations with barriers, SELACO WDB will ensure that foundational skills training is available to address basic skills and English proficiency needs and that support services are accessible to enable participation in services. Details on SELACO WDB's approach and strategies are provided below and throughout the Local Plan.

Goals and Strategies for Preparing an Educated and Skilled Workforce

By adopting the following overarching goals, SELACO WDB has embraced strategies for preparing an educated and skilled workforce. These are in sync with the background information provided in the Regional Plan concerning the skills needed by industry, skills levels of the workforce and opportunities to improve service delivery, especially for job seekers with barriers to employment.

- Successfully implement models to build strong career pathway programs, which are scalable to regional level.
- Support regional industry engagement and use the regional sector partnerships as a vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs.
- Working with regional and local partners, to broaden access points and increase the numbers of individuals able to access and take advantage of skills training geared to employment in priority sectors and other promising industries.
- Increase the number of individuals served by the workforce system that complete training and earn an industry valued credential.
- Provide basic skills and English language skills training designed to address barriers faced by youth and other job seekers, including foreign born individuals and English Language Learners.
- Working with regional and local education partners, explore alternative basic education models to reduce the time spent in this activity by some learners.
- Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies.
- Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in American Job Centers of California (AJCC) and WIOA Youth Program delivery systems.

Specific goals for ensuring the foregoing strategies are fully implemented by SELACO WDB and outlined in Section T of this Plan.

Performance-Driven System

In cooperation with WDBs throughout the region, SELACO WDB has completed negotiations with the State regarding performance on the accountability measures (as described in Section G). Strategies to support achievement of the measures include the following:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- Implement and maintain continuous improvement strategies to strengthen one-stop services; and
- Use data to inform decisions of policy makers, employers, and job seekers.

These strategies align with those of the Regional Plan and complement the goals for workforce preparation outlined above. Again, specific actions related to achieving these goals to drive performance are enumerated in Section T.

II. Collaboration and Resource Alignment

The entirety of this Plan speaks to the myriad ways in which SELACO WDB currently collaborates with the partners that operate core programs and with other stakeholders in the local area. The board and partners will align resources around two central objectives of the plan: 1) operating a demand-driven system that uses regional sector pathways programs and service strategies to meet the skill needs of priority sectors; and 2) providing opportunities for all job seekers, with priority given to those with barriers to employment, to participate in training for careers enabling their economic self-sufficiency. Much of this information is described in detail within the MOUs that SELACO WDB has entered into with the partners (Exhibit 3 to this Plan). Key features of collaboration and resource alignment are:

Service Integration: The partners have implemented an integrated services delivery model within the AJCCs and align resources by working in unified teams to serve both job seekers and businesses.

Co-Enrollment: Whenever possible, resources needed by customers are provided by the system partners most capable of delivering them. When appropriate, this results in co-enrollment of customers in more than one program or fund stream.

Data and Information Sharing: While capability in this area is expected to increase as state and regional efforts take shape to integrate data management functions, the partners share data and information about programs, service needs, participants (as permissible) and virtually every aspect of program operations and service delivery.

Regional and Cross-Disciplinary Engagement of Industry: As partners join efforts to engage representatives of priority industries on a regional level, there is less stress on staff and financial resources and less “employer fatigue” in supporting the system.

Regional Approach to Career Pathways: The partners all participate in the development of strategies and approaches to address sector-specific skills training in the form of career pathway programs. A goal of this Plan is to increase the availability of programs developed locally by bringing them to scale across the region.

Building Basic Skills: Increase the quality and quantity of basic skills training, English language skills and other foundational skills training for those with deficits in these areas.

B. Local Alignment with State Plan Strategies
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SELACO WDB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Following is description of SELACO WDB's local workforce system and an overview of key programs, along with a description of how the board will implement each of the seven policies emphasized in the State Plan.

I. Local Workforce Development System and Programs

The workforce development system within Southeast Los Angeles County is comprised not only of the WIOA-funded programs, but of many partner providers, including those operating core programs. Following is a description of the various components of the local system.

WIOA Adult and Youth Programs and the AJCCs

SELACO WDB oversees two American Job Centers of California (AJCCs). One full service center in the City of Cerritos and one satellite center in the City of Norwalk. We anticipate with the completion of our MOU process both centers will be full service centers providing customers with access to partner services either through on-site partner services or via technology. The AJCCs are the portal to WIOA Adult and Dislocated Worker Program Services, offering adult basic career (ABC) services, individualized career services and access to training services. 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. Supervisors and staff have been organized into three teams: a System Management Team, a Welcome Team and a Business Services Team, each of which is supported by a combination of WDB and EDD staff. As outlined in recently developed MOUs, it is goal of the system for the Department of Rehabilitation, WIOA Title II education providers, the community colleges, and other WIOA-mandated and local partners to play a greater role in AJCC service delivery, by assigning key staff to one of the three system teams.

WIOA Youth Programs and Other Programs Serving Youth and Young Adults

SELACO WDB's WIOA-funded Youth Programs (as detailed under item IV of Section E) provide distinct models for in-school and out of school youth. The in-school program is operated by local school district and focuses on at-risk students in the 11th and 12th grades, providing support for graduation, exposure to careers, technical training, work experience and support services. SELACO WDB directly delivers services for out of school youth. The current model provides a comprehensive array of WIOA services

designed to assist participants in completing their high school diploma, if needed, in preparing for work or postsecondary education and training. SELACO WDB is preparing to transform the existing out of school WIOA Youth Program into one that is uniquely demand-driven, using intelligence from the local business community, along with regional labor market data and industry input. The program will engage disconnected youth and have an aggressive dropout recovery outreach component. The new Career Academy for Targeted Sectors (CATS) model will implement sector academies that will enable youth and young adults to explore and prepare for entry-level careers in local priority sectors.

A major regional program serving youth and young adults, ages 14 to 24, across the Los Angeles Basin RPU is the County-funded “earn and learn” program, which targets TANF youth and other disconnected youth with significant barriers to employment. The program not only provides job exposure through work experience, but also engages participants in 25 hours of intensive employment preparation and job readiness training. SELACO WDB has leveraged this resource to establish direct contacts with municipalities, school districts and CBOs to reach populations that would not otherwise be served by existing SELACO WDB youth programs.

SELACO WDB supports high school students (17-18 years of age) continue their education, skills training or employment by allocating a maximum of 25% of our youth funds to local school districts in our region who have demonstrated success in assisting at risk high school youth in successfully transitioning into workforce and/or the education system. In addition, SELACO WDB partners with Youth Build (located in Norwalk, known as the Field of Dreams) and the Job Corps program in Long Beach as supplemental programs for youth enrolled in our WIOA sponsored services.

Education and Training Providers

Cerritos College is centrally located to SELACO WDB’s service area and is one of the primary providers of job-related skills training in the area. Its manufacturing technology, automotive and culinary arts programs are renowned throughout the region. In addition to referring workforce system customers to the college to participate in courses that are on the State Eligible Training Provider List, the board and the college have collaborated on customized industry-responsive training programs, several of which are described below.

Members of local Adult Education Block Grant Consortium, the Partnership for Adult Academic and Career Education (PAACE), provide basic skills and vocational training to thousands of adult learners each year, including many with limited English proficiency and other barriers to employment. SELACO WDB has decades of experience working closely with each of the PAACE member organizations, which include: ABC USD, Bellflower USD, Cerritos College, Downey USD and Norwalk-La Mirada USD. As a goal of this Plan, SELACO WDB will work with the consortium to identify strategies to make basic skills and English language skills training more widely accessible to the growing population needing these services as part of their employment preparation and career pathway strategies. Adult School providers have been introduced to the State funded system CalJobs highlighting the ability to give their students immediate access to a labor exchange tool and the workforce system. With the completion of MOUs, staff

will be establishing training dates for Adult School partners so that they can initiate registration into CalJobs serving as an “On-Ramp” to WIOA services. In return, efforts are in process to provide SELACO WDB staff access to the Adult Ed enrollment system providing the opportunity to immediately enroll customers into Adult Ed sponsored courses at anyone of the five (5) Adult Education systems in our region.

Support Systems and Services

A hallmark of the local service delivery system is the board’s commitment to providing wrap-around support for job seekers to enable their participation in training and other services to prepare them for employment. Ensuring the availability of every type of support service is a crucial component of the system’s ability to effectively serve individuals with significant barriers to employment, such as those with limited English proficiency, returning offenders, persons with disabilities and job seekers who lack foundational skills. Services range from emergency shelters to work-related clothes and supplies to everything in between. Providers include those managing core programs, such as the California Department of Rehabilitation to non-profit and community-based agencies such as the Mexican-American Opportunity Foundation and Working Wardrobes.

II. Local Board Support for State Policies and Collaboration with Core Programs and Other Workforce Development Programs

Current board operations demonstrate that SELACO WDB’s AJCC services, sector strategies, training priorities and program management fit well within the structure of State policies. Similarly, existing relationships with core program partners and other stakeholders are very much aligned with the State Plan’s policy direction for local workforce systems.

Support of State Plan Policies

Examples of the various ways in which current and planned services and approaches support the seven State Plan policies strategies include the following.

Sector Strategies: With the adoption of priority sectors in 2013 (including advanced manufacturing, business and professional services, healthcare, hospitality and leisure, and transportation and logistics), traditional business services were transformed into sector strategies. SELACO WDB began to emphasize support for targeted sectors, which has included: business engagement; intensive discussions on skill gaps and the skill requirements for various key positions; assessment of hiring needs and practices; and the development and operation of several demand-driven training programs, many in partnership with core and other program providers.

While headway has been made with regard to all five sectors, the greatest traction has been achieved in connection with manufacturing, which continues to maintain a sizable presence in and around Southeast Los Angeles County. As a result of a series of in-depth discussions and planning sessions, in 2016, SELACO WDB published a white paper, “Manufacturing Study: A Foundation for Developing Sector Strategies,” which outlines business priorities with regard to building and maintaining a skilled workforce. Information from this study has helped to inform training strategies and programs. One

example is the AMETLL project, operated in partnership with Cerritos College and local high schools, which provides opportunities for career exploration and connect the related postsecondary education for middle through high school students. Knowledge of in-demand occupations within manufacturing and engineering as well as training requirements and preparation, increase employer engagement, improve quality of career decision making and tie school-to-real-world for 7-12th graders. Another program, funded by the Advanced Manufacturing Partnership for Southern California (AMP SoCal), is the Managed Career Pipeline project, which aims to assist local manufacturing businesses in increasing their competitiveness. A “Manufacturing 101” course was developed, along with an apprenticeship program sponsored by a local employer, Weber Metals. With training provided by Cerritos College, outreach to at-risk and underserved populations is conducted by Homeboy Industries, L.A. County Office of Education, the SELACO WDB one-stop partners and SASSFA, an organization that manages an AJCC for the Los Angeles County WDB.

Our sector focus also extends to strategies to upskill incumbent workers, largely through programs funded by the California Employment Training Panel (ETP). For more than two decades, SELACO WDB has leveraged ETP funding to train incumbent workers for a variety of industries, including manufacturing and other sectors that are regional and local priorities.

SELACO WDB is prepared to support regional sector strategies, principally, through a two part approach. As intelligence is gathered at the local level, SELACO WDB will share this information with the regional WDB Partnership and other system stakeholders. Conversely, as regional industry engagement takes place, we will utilize this information to improve outreach and direct services to businesses, which will include the development of and/or support for regional sector pathway programs, as described below. SELACO WDB’s long-standing and effective relationships with businesses in all six of the region’s target industries positions our organization to remain an important player in the process of industry engagement.

Career Pathways: SELACO WDB is well positioned to support the development of regional sector pathway programs that benefit not only residents of Southeast Los Angeles County, but industry and job seekers across the Los Angeles Basin. The board has a long history of working with key industry sectors to design programs that address skill gaps. For example, in 2012, SELACO WDB began working closely with Kaiser Permanente to identify strategies to address its critical shortage of trained RNs. Under funding from a federal H-1B grant, the WDB and Kaiser Permanente designed an internship program for new Nurse Graduates. Using on-the-job training (OJT) to provide work-based training for individuals that had graduated from a nursing program and passed the state registry exam, Kaiser Permanent provided 10 weeks of intensive training at its hospitals to prepare new nurses for the actual rigors of the profession. In more recent years, SELACO WDB has continued to lead the development of career pathway programs. The best example is our work overseeing the development of a regional sector pathway program under the state-funded SlingShot initiative. The WDBs in the region formed the Los Angeles Regional Healthcare Collaborative to address the need for a skilled “care coordination” workforce within hospitals and clinics. Industry leaders identified care coordination as an emerging skill set need in healthcare. The

process of developing a strategy to address this emerging need has involved nearly two years of meetings among leaders in the healthcare industry, along with representatives from education, economic development and the workforce system. Surveys and other forms of intelligence gathering have also been part of the process. The result of these efforts has been the identification of three tiers of care coordination skills required for different healthcare settings. At the highest level, care coordination is delivered in hospitals and similar settings by degreed professionals, who would receive additional training and certification in care coordination. At the entry-level are low-skilled workers with an interest in care coordination that would participate in “upskill” training to become part of the pipeline of future care coordinators. The initiative is now preparing to design and develop career pathways for job advancement. Regional implementation is scheduled for Summer 2017.

Organizing Regionally: As the Regional Plan makes clear, while the Los Angeles Basin poses challenges for collaboration due to its size and diversity, regional collaboration among local workforce boards has been cultivated, as have partnerships with business, education, economic development, labor and other stakeholders. Since the implementation of WIOA, a couple of factors have been driving the development of partnerships that promote regional collaboration. One is the development of new MOUs with core program partners. Because EDD and the Department of Rehabilitation (DOR) operate statewide, partnerships with these agencies facilitate easy access to colleagues in other sub-regions of the RPU to support, for instance, collaboration in recruiting for businesses with branches in multiple locations. The development of regional sector pathway programs is also a driving force in building and sustaining regional partnerships. For over 25 years Local Boards have coordinated efforts to support laid off employees impacted by the closing of a business, known as the Regional Round Table.. Local Boards supported a regional effort to educate workforce and partner staff on best practices in serving veterans. The commitment resulted in a regional educational forum. More recently, the healthcare career pathway program that has been developed under the Slingshot initiative is a clear example of how SELACO WDB is working regional with workforce boards, industry leaders and educators.

Earn and Learn: The State Plan and the Regional Plan for the L.A. Basin both strongly emphasize the use of work-based learning or “earn and learn models” for all jobseekers. SELACO WDB has fully embraced this training modality, not just because it provides compensation while learning, but based on the value that exposure to work provides our customers. Many seeking our services have never worked, are returning to work after long absences or have had unstable work histories. The chance to enter or return to work where “learning” is the expectation provides the welcoming environment that many of our customers need. Among the work-based programs supported by SELACO WDB is a pre-apprenticeship training program delivered in partnership with Cerritos College and the Iron Workers Union. The program provides exposure to the industry and opens the door to the possibility of acceptance into full-time apprenticeship training. OJT is an important tool for SELACO WDB, as it enables our team to work with businesses to design training customized to their specifications. Also, as described above, with funding from the County of Los Angeles, we support the operation of a youth “earn and learn” program that provides work experience serving many young people with various

barriers to employment. As SELACO WDB moves forward, we are looking for additional opportunities to embed work-based learning into career pathway programs focused on priority sectors that demonstrate the greatest potential for growth.

Supportive Services: For 35 years, SELACO WDB has been committed to making certain that residents working toward employment, self-sufficiency and careers have the support necessary to participate in training and secure employment that leads to a career. Among the myriad support services available to customers of the local workforce system are transportation, childcare, clothing, tool and work-related supplies. As the regional system (WDBs, community colleges, adult education and other providers) work to identify opportunities to access broad-based support systems, SELACO WDB for over 15 years has supported a collaborative network of community partners known as CCN. CCN is a platform for CBOs, educators, and State and Local government agencies to come together and share resources available to assist our customers. SELACO WDB will continue to work with local partners to ensure that all jobs seekers have the support they need to enter an in-demand career path.

Building Cross System Data Capacity: This policy objective is ideally dealt with at the state and regional levels, as it is reliant on choices and resource commitments by key decision makers at State and County agencies. However, local boards such as SELACO WDB have made substantial contributions in terms of successfully piloting two components of the State's labor exchange system, sharing local intelligence, including information obtained through business, stakeholder and customer input and performance data from WIOA and partner programs, including local CBOs. The ability to share information across jurisdictions is significant, while the ability to share participation and performance data across fund streams is tantamount to sea-change. SELACO WDB is poised to contribute to regional and statewide data collection and is continuously gathering input and data that could contribute to cross system data capacity at the macro level.

Integrating Services and Braiding Resources: From our ISD model at the AJCCs to special projects such as state grants programs serving long-term unemployed individuals, SELACO WDB has sought to minimize the effects of diminishing public resources by leveraging funding across diverse sources. True integration of resources at the local level will be possible when, at the state and regional levels, decisions are made to blend funding without regard to which program gets credit for services and outcomes. In the meantime, SELACO WDB is working to finalize MOUs with systems partners and enhance opportunities to share resources within the AJCCs and within the SELACO WDB service area.

Collaboration with Core Program Providers and Other Workforce Stakeholders

As noted in the preceding descriptions, collaborations with the core program partners and many other stakeholders are central to SELACO WDB's approach to managing programs and services in the local area. As we work to build on the priorities of WIOA, the State Plan, and the Los Angeles Basin Regional Plan, local programs will take greater advantage of the resources that federal, state, county, municipal and community-based programs can provide and will rely more extensively on support from partners to develop and implement strategies that deliver job ready workers to

businesses in priority sectors. Several of the goals enumerated in Section T of this plan involve opportunities for collaboration with regional and local partners.

C. Local Services and Service Delivery Strategies
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The following information summarizes key local service strategies and approaches. As noted, these approaches generally correspond to those emphasized within both the State Workforce Plan and the Los Angeles Basin Regional Plan.

I. Collaboration to Expand Access to Services

For more than thirty years, SELACO WDB has been working in close partnership with the core program operators – EDD, DOR and local education agencies. The inclusion of these organizations as part of the workforce development service delivery system in Southeast Los Angeles County long precedes WIOA’s designation of core programs. A primary goal of each of the core program partners has been and remains to collectively provide access to and support for at-risk populations to ensure that they have opportunities to prepare for jobs that pay good wages and offer the potential for upward mobility.

For the partners, the question of access to employment is not only about assisting job seekers in finding employment, but is also about helping them to prepare for a good job. Each of the core partners plays a critical role in this process. For SELACO WDB, EDD and DOR, much of this effort centers on providing excellent information about demand sectors and careers in these fields, securing support to enable customers to prepare for work, and in identifying job opportunities for customers. The role of community colleges and adults schools is to provide training and to certify skill acquisition for some participants. Other job seekers may develop skills through worked-based learning programs such as OJT, customized training, and apprenticeships.

Individuals with barriers to employment may face any number of obstacles and the partners are prepared to address each of them. The most common barriers that job seekers must overcome are: a lack of foundational skills, including low literacy and numeracy skills or a lack of English fluency; and insufficient support to be able to prepare for and transition to employment. MOUs recently developed among the partners describe ways in which barriers will be addressed. For example, if a customer has a disability that can be met through technology or another reasonable accommodation, a referral to DOR will be made. For job seekers needing basic skills training to pass an exam required for employment, an education provider will enroll the individual in appropriate training. Coordination between Wagner-Peyser and other EDD-managed programs and WIOA is virtually seamless under our integrated service delivery model.

The recent MOUs established depict the intent to expand access to Wagner Peyser, WIOA Adult, Dislocated Worker and Youth services by providing the opportunity to train partner staff on the use of the state-funded CalJOBS system. Through SELACO WDB hosted training, partner sites will have the capacity to serve as On-Ramps to the AJCC systems throughout the region, giving their customers the benefit of registration and immediate access to the state’s labor exchange system.

The common thread among the partners' various approaches to expanding access to employment, training, education and support services is a process whereby: 1) a need is identified; 2) a corresponding service is identified; 3) referral is made without delay; 4) follow-up is made to ensure the referral results in action and; 5) services provided by the "system of partners" are tracked and reported on CalJOBS.

II. Facilitating Career Pathways

As discussed in Section B, SELACO WDB is leading efforts locally and regionally to work with education and other partners to build on existing career pathway programs. As the Los Angeles Basin looks to adopt or develop sector pathways that will be used across the region, SELACO WDB is likely to play a major role in the process. The Regional Plan highlights SELACO WDB's leadership in administering the funds for the regional Care Coordinator sector pathway design and the Plan points out that the process used to engage industry and education in planning is a model for the region. The board is committed to working locally and with regional partners to enhance pathway strategies to meet the needs of the region's priority sectors.

Co-enrollment across core programs may occur in a number of ways. Participants are enrolled in CalJOBS, which is currently the primary system for EDD and the SELACO WDB. As MOUs are finalized with local mandatory partners we will schedule training sessions on CalJobs supporting partners in their efforts to co-enroll customers in the AJCC supported programs. In addition, career pathways consist of more than training. They are comprised of a range of services designed to assist an individual to prepare for employment. Therefore, someone enrolled in a healthcare pathway program may be enrolled in training at Cerritos College funded by SELACO WDB. The individual may also participate in Wagner-Peyser funded services, such as workshops and may be receiving support services from DOR. The decision to co-enroll any individual in more than one program is based on his or her need for the services.

SELACO WDB anticipates that work initiated locally such as the career pathways into construction through the Iron Worker Project, or manufacturing under the Weber Metals pre-apprenticeship project, the Energy Pathway Project initiated by Cerritos College and supported with WIOA funding and the Career Trust Pathway Project that provided local youth exposure to the real world of manufacturing will all be projects that can be promoted as best practices and duplicated regionally. For example, due to rapid growth mingled with the large number of workers currently employed in the retail sector, SELACO WDB's DEI Project will offer, in partnership with Cerritos College, a condensed version of the Retail Management course that addresses the needs of the retail industry. Employers have expressed a need to find and retain good quality workers. Workers have expressed a need for better training that leads to advancement opportunities. Another example is working with CNAs assisting them move through the career ladder of CNA to LVN to RN.

III. Improve Access to Activities leading to Recognized Post-Secondary Credentials

The Plan for the Los Angeles Basin describes results of the regional planning process around the issue of credentials. It was determined that credentials are not only

recognized and valued, but are essential for some jobs. The Plan cites examples where licenses (e.g. Truck Driver, Barber), credentials (e.g. Teacher) and degrees (e.g. Registered Nurse) are required. The planning process also revealed that for other jobs credentials are optional. Certificates, in some cases, are not universally valued due to inconsistency in performance among workers who hold them. Ultimately, the Regional Plan recommends that the WDBs implement a structured process for engagement with business on credentialing to examine both existing credentials and their value and other credentials that would be desirable for a given industry.

SELACO WDB's experience with credentials is similar to what is expressed in the Regional Plan. Some credentials are mandatory and others are optional. In addition, for most occupations, credentials (such as certificates earned at a community college) are not universally recognized. SELACO WDB is committed to assisting job seekers in attaining the credentials that they need to secure and move up in their chosen fields. We also understand and are fully supportive of the State Plan goal to produce a million more industry-valued credentials over the next decade. In order to ensure that our efforts produce credentials that fully resonate with the business community, SELACO WDB is prepared to assist in regional efforts to convene businesses in intensive discussions about credentials. We will also make certain that the sector pathway programs we develop include business input on the credentials that should result from training.

In recent conversation with business and business partners they expressed an interest in starting a dialogue around the subject of certificates and credentials. A robust strategy will be developed with education and business at the table, regarding the types and differences of available certificates and industry pathways that have included business contributions to curriculum development. The objective is to identify/create certificates and/or credentials that reflect required workforce skill needs. As this is in the beginning stages we can only anticipate that the dialogue will enhance our ability to support the establishment of credentials and certificates that are meaningful to our local industries/business.

IV. Facilitating Employer Engagement

The workforce system in Southeast Los Angeles County, which includes SELACO WDB, the core program partners and many other stakeholders, views business as not only a customer, but as a partner in the system. Business of all types and sizes, including those representing priority sectors, are currently engaged in the following ways. The system seeks to expand business participation in the workforce system in all of the following categories.

Business as Policy Maker: The WDB is a business led board. The role of business in setting policy for the SELACO WDB programs and services is critical to ensuring that programs are relevant to the needs of the local economy and the businesses that make up that economy.

Business as Advisor: The development of career pathways, design of training programs, the value of credentials and the content of nearly all services that the system provides are reliant on guidance from business. As regional sector pathways become the primary

method to prepare workers for demand-driven jobs, the need for intensive interaction with business will grow. While much of the required industry engagement will take place at the regional level, SELACO WDB will continue to interact with and gather input from local businesses on a daily basis. This information will be shared throughout the region to inform the development of career pathways and other sector strategies.

Business as Trainer: For both new employees and incumbent workers, businesses play an important role in hosting and delivering work-based learning. In sync with the State and Regional Plans, SELACO WDB and our partners are committed to increasing the involvement of businesses in offering work experience, internships, try-out/job shadowing opportunities, transitional employment, OJT, customized training and apprenticeships. For many jobs and many job seekers, work-based learning offers the ideal structure for learning skills and improving workplace performance.

Business as Primary Customer: The board recognizes the role of business as the primary customer of the workforce system. This assertion in no way minimizes our commitment to job seekers, including those with barriers to employment. It merely acknowledges that the workforce system must have a clear and complete understanding of the skills needed by business in order to prepare workers to meet those needs.

V. Meeting Business Needs

As stated above, meeting the needs of businesses is the primary objective of the local workforce system. SELACO WDB's Business Services Team supports a delivery system where business is the customer/partner and AJCCs are delivering qualified candidates for demand occupations. The SELACO WDB Business Services Team uses a consultative approach to capture business needs and develop a customized plan to provide a full scope of resources and services that support productivity and profitability. Skilled staff are prepared to offer an arrange of robust services once business engagement and needs assessment are accomplished, with a focus on strategies such as OJT, incumbent worker training, resource referral to build competencies, and other resources that allow business to remain viable. This approach ultimately allows us to be the primary connection between employers and qualified job seekers.

In the spirit of WIOA, the Business Services Team will focus on increasing market penetration, building the number of repeat customers and excellent customer service.

SELACO WDB and Business Resource Connections, a network of business partners are dedicated to support the growth of small and large businesses in in-demand industry sectors through their combined knowledge and experience.

Among the principal ways that this is accomplished are:

Hiring and Recruitment: The AJCC system supports the hiring and recruitment of thousands of job seekers per year quarterly, the centers hold, on average of 25 hiring events for local companies, including those that are just opening and others that are looking to add to their existing workforce.

Ensuring Job Candidates Are Prepared for Work: Currently, SELACO WDB leverages the resources of local partners to ensure that job seekers accessing our system have full access to job readiness workshops and resources. EDD provides monthly Labor Market Information (LMI) workshops, weekly Personal Job Search Assistance (PJSA) presentations and our local community college, Cerritos College is on site offering Computer Skill Classes for Job Search 5 days a week. SELACO WDB offers a series of workshops that address both job readiness and job search skills development. Cerritos College also supports English learners by providing ESL and GED courses at our Norwalk AJCC. With the current negotiation of partner MOUs we anticipated the potential to enhancing our job seeker resources to include Basic Skills development.

Training for the Existing Workforce: SELACO WDB provides a significant amount of training for incumbent workers using ETP funding. As the L.A. region examines strategies for using WIOA funds for this purpose, SELACO WDB will work with local companies to determine what their preferences and priorities are for additional incumbent worker training.

Referrals to SELACO WDB's Network of Partners: When SELACO WDB identifies non-workforce issues for which our business customers are seeking support, team members make referrals to partners such as local cities, the SBDC, and LAEDC. To ensure full access to business resources in our region, SELACO WDB's Business Engagement Team coordinates a quarterly meeting with local partners whose resources are designed to assist business. The group is called the Business Resource Connection. The objective is to ensure all workforce partners are kept up to date on resources available to support their business customers.

The Business Resource Connections is a partner network with specialized business advisors available to help business owners and managers identify opportunities to grow their businesses, access expertise and mentoring services. SELACO WDB provides consultation, information, referrals and makes the connection between the business seeker support and the appropriate partner services.

VI. Coordinating Workforce Development Programs and Economic Development

SELACO WDB works closely with economic development partners and collaboration occurs in many ways. One group of economic development partners is the seven cities that SELACO WDB represents. As a new business considers relocating to the area, it is city staff that first becomes aware of the possibility, often because the business is seeking support of one kind or another from the city. On many occasions city representatives have connected new and expanding businesses to SELACO WDB for support in recruiting, hiring, and, in some cases, training new personnel. Another group of business assistance and economic development agencies with which SELACO WDB regularly collaborates is the local chambers of commerce. As a member of the chamber in each city SELACO WDB serves, our team takes advantage of every opportunity the chamber offers to meet business leaders. Chamber events become a platform for introducing workforce services to business. A third linkage to economic development is our relationship with the Los Angeles Economic Development Corporation (LAEDC). The LAEDC's Senior Regional Manager for Gateway Cities Region is a member of the

board and chairs SELACO WDB's Business Advisory Committee. When either SELACO WDB or LAEDC identifies a local business that needs assistance, one organization will often call upon the other for support. This form of collaboration has proven very useful, as SELACO WDB and its workforce system partners are able to bring hiring support and training services, while LAEDC is often able to marshal other resources, such as consultations on utilities costs or tax incentives. Information on SELACO WDB's collaboration with regional economic development initiatives is described in Section E.

VII. Linkage between One-Stop Services and the Unemployment Insurance Program

Coordination between the WIOA-administered one-stop system and EDD's programs are made easier by virtue of the integrated service delivery model fully implemented within the AJCC system in 2016. As customers arrive at the center, they are greeted by a Welcome Team that is responsible for identifying the purpose of the visit. Those receiving UI are often identified at this time or may first connect to the center due to a reemployment workshop for displaced workers. In either case, the collaboration with EDD makes it much easier to reach individuals receiving unemployment insurance and to provide them WIOA and other system services that will assist customers in expediting their reemployment efforts.

D. Local America's Job Centers of California (AJCC) System

SELACO WDB's AJCCs function as the primary portal through which all services are accessible. In setting goals for the system, SELACO WDB and our partners adopted as a foundation for collaboration the state vision for AJCCs and their services, which states:

California's one-stop delivery system, represented by the AJCCs, is locally-driven. It develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, including the following:

- *Foster demand-driven skills attainment*
- *Enable upward mobility for all Californians*
- *Align, coordinate and integrate programs and services*

These objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers, who are:

- *Looking to find a job;*
- *Building basic educational or occupational skills;*
- *Earning a postsecondary certificate or degree;*
- *Obtaining guidance on how to make career choices; or*
- *Seeking to identify and hire skilled workers.*

Through the implementation of our integrated service delivery model, development of MOUs with strategic partners, use of service improvement strategies, and development of processes to ensure job seekers and business customers have access to the

resources they need, our AJCC system is well positioned to address local and regional workforce needs.

I. Ensuring Continuous Improvement

SELACO WDB has a long history of commitment to quality improvement strategies and approaches, including active participation in the U.S. DOL-endorsed “Simply Better” initiative of the 1990s and the more recent DOL Human Center Design Initiative. In terms of ensuring the continuous improvement of providers, it should be noted that SELACO WDB directly operates all of its own WIOA programs, with the exception of the in-school youth program, for which there is currently one contractor, ABC Unified School District. The following approaches primarily apply to SELACO WDB-operated functions. However, our youth contractor does undergo compliance reviews and will benefit from future efforts to improve services under a new grant-funded initiative described below.

Promoting Continuous Improvement

Currently, SELACO WDB uses a number of strategies to improve the delivery of services. These include:

Compliance Reviews: SELACO WDB monitors programs on a regular basis to assure compliance with regulations and with grant/contract performance expectations. Furthermore, SELACO WDB’s compliance department regularly conducts structured internal reviews on data integrity, program operations and customer satisfaction in accordance with the board’s monitoring policy.

Intensive Training and Technical Assistance: SELACO WDB’s Compliance Department leads frequent training and provides technical assistance for staff and partners. Some of the ways in which this takes shape include:

- Weekly Internal Training: SELACO WDB’s “WIOA Wednesdays” provide training to keep staff informed regarding program changes, directives, information notices, new policies and more that affect operations. Training is conducted via webinars that are available to all staff and partners through their computers and via smart phones. Among the many topics discussed over the last year are: adult priority of service; CalJOBS; activity codes; human-centered design; and performance outcomes.
- “WIOA Book Club:” On a weekly basis staff met to review the sections of the federal statute that specifically address program delivery under WIOA. Conversations and brainstorming took place upon completion of assigned reading. The book club was led by the MIS and Compliance team.
- Technical Assistance: Offered via telephone, email and in-person, if necessary, technical assistance is available for in-house staff, contracted vendors, and mandated and non-mandated partners. SELACO WDB has been awarded a grant from the California WDB to provide ongoing training and technical assistance to partners on the use of the CALJOBS system.

Monthly Solution Meetings: SELACO WDB administrators, management and analysts meet monthly to ensure program performance is on track. During these sessions, leadership will identify issues and develop responses. The sessions include: reviews of “goal to outcome” performance for all current programs/grants; obstacles/deficiencies in

the services rendered under each program; successful practices that can be maximized; “goal to actual” expenditures for each program; and results of customer satisfaction surveys. Management also uses these sessions to brief staff and provides direction on any directives, guidance letters or information notices released by DOL and/or EDD.

Surveying Customer Satisfaction: Customer satisfaction is identified by surveying customers at the Center. In addition, the MIS team, attempts to survey all participants that have completed training to monitor customer choice, quality of training, and customer satisfaction with the training received.

As SELACO WDB strives to build upon current strengths, our team participated in the U.S. DOL-sponsored customer-centered design challenge that culminated with an award to execute the “ideas” presented to enhance/improve the customer experience. Our concept was to improve the ways in which we “hear, create, and deliver.” With the funds received, SELACO WDB will develop and implement the following strategies:

- Customer focus groups that will identify possible deficiencies in our customer service delivery.
- Training for staff and workforce partners on customer service. A “train the trainer” component will ensure that SELACO WDB holds both experienced, new staff, and system partners to the same standards of customer service delivery.
- Established a more sophisticated survey system that will appeal to and be easily accessible to a wide range of customers including job seekers and businesses.
- An internal customer satisfaction committee consisting of SELACO WDB staff and system partners will be developed, consisting of management, customer service trainers, and program administrators. On a regular basis, the committee will review (hear) the responses from the focus group, surveys, and leadership observations; brainstorm solutions/responses (create) to the deficiencies and praise identified in the information collected; and implement necessary changes (deliver).

Meeting Employment Needs of Business, Workers, and Jobseekers

This Plan includes numerous detailed descriptions of the various ways in which SELACO WDB and our partners design, deliver and implement services to address and meet the needs of businesses, incumbent workers and individuals looking for employment. Existing approaches to ensuring quality in the delivery of services have a strong, positive impact on our services. We expect even greater results following implementation of our new “hear, create, and deliver” strategy.

II. Facilitating Access to the AJCC System

As indicated, SELACO WDB anticipates the operation of two comprehensive AJCCs, one in Cerritos and one in Norwalk. These sites are centrally located within the seven-city service area, with no residents having to travel more than 8 miles to access on site services. Currently EDD is located on site at Cerritos and connected electronically to the Norwalk site. In 2018, both agencies and other on-site partners committed to the Norwalk facility will move into a new building currently being constructed by the City of Norwalk. The new Center will house partners committed to Business Services such as the local chamber, the Jonas Project (Veteran Entrepreneurial Program), and the Small Business Development Center and the SELACO WDB Norwalk AJCC. In addition,

SELACO WDB is currently increasing physical access to one-stop services by working with partners to identify the best options for increasing community “on-ramp” sites. These locations will offer their customers an “AJCC Membership” which basically ensures registration into CalJobs and the ability to access any AJCC in the region that can best meet the customer’s needs. CBOs, faith-based programs, adult schools, community college departments that serve target populations, local government offices and other neighborhood-based facilities are under consideration. Community partners will receive training on how to accurately present information about the system. Community partners will receive training on how to accurately present information about the system and support customers in securing an AJCC membership.

AJCC membership or virtual access to AJCC services is available through SELACO WDB’s website, which offers: direct access to CalJOBS, where customers can create profiles enabling later enrollment; links to core programs and other stakeholders agencies; links to community resources, including support services providers; a calendar of events at the SELACO WDB sponsored AJCCs; information on training programs for job seekers and incumbent workers; and links to online training services via CalJOBS.

III. Accessibility for Persons with Disabilities

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

Facilities/Programs and Services

Every two years, SELACO WDB submits an Electronic Compliance Monitoring Checklist to EDD. The checklist is divided into Compliance Monitoring Checklist and Physical and Program Accessibility (PPA) Checklists. The PPA combines physical and program access elements that Local Areas and AJCCs must assess to ensure that facilities and programs are universally accessible for all customers with disabilities. SELACO WDB has met compliance for all the access elements. The board also maintains disability-related policies in the following areas: Integrated Benefits and Services to Persons with Disability Policy and Procedure; and Reasonable Accommodations/Modifications Policy and Procedures.

Technology

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

<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 and Support

Through a state-funded Disability Employment Initiative grant, SELACO WDB is able to improve the accessibility of the public workforce development system for individuals with disabilities. This is accomplished through coordination and collaboration with employment, training and asset development programs, as well as by building effective community partnerships that leverage public and private resources. The grant funds a Disability Resource Coordinator (DRC) that is able to offer guidance on appropriate interventions. This project also creates an open line of communication with national and state staff that enhances continuity, services and outcomes.

The DRC provides training to all SELACO WDB staff and partners, covering topics including: Disability Etiquette, Ticket to Work, Understanding Social Security Benefits, ADA, Reasonable Accommodations and more. Training ensures that all staff is knowledgeable about services for persons with disabilities and is able to assist all customers regardless of status.

IV. Roles and Resource Contributions of the AJCC Partners

MOUs with system partners, including those operating core programs, outline their roles and responsibilities. As the second phase of the MOU process is completed, resource contributions to the AJCCs will be specified within budgets. Overall, the AJCCs operate as an integrated service delivery system, within which partners share customers, responsibility for delivering services and outcome accountability. As described in the MOUs, partner responsibilities, operating under a team approach, include: outreach and recruitment; initial assessment; universal access and core/basic career services; cross referrals; follow-up; co-enrollment (when needed by the customer), along with corresponding coordinated services and co-case management. In addition, partners have agreed to work together to identify system and service deficiencies and to recommend solutions. At the current stage of the integrated service delivery model’s development and implementation within the one-stop system, the partners that are operating full-time in the delivery of services are SELACO WDB (through WIOA) and EDD (with Wagner-Peyser staff). Those partners with a presence at the centers on a less than full-time basis include Department of Rehabilitation (DOR), Temporary Assistance for Needy Families (TANF), and the Adult Education Block Grant, the

Partnership for Adult Academic and Career Education (PAACE). All other partners are linked electronically to the AJCCs.

V. Memoranda of Understanding

SELACO WDB has executed WIOA Phase I MOUs with all core program providers. Additional Phase I MOUs that are in negotiation include agreements with Senior Community Service Employment Program, Job Corps, Housing Authority, and Youth Build. All Phase II MOUs are in process and will be executed by September 1, 2017. MOUs are included as Exhibit 3 of this Plan.

VI. Coordination with WIOA Section 166 Grantees

While no WIOA Section 166 grantee operates within the Southeast Los Angeles County region represented by SELACO WDB, we want to ensure that Indian and Native American residents are familiar with and have easy access to our AJCCs and the programs and services operated by our system partners. SELACO WDB has made contact with leadership from the Southern California Indian Center, Inc. a Section 166 grantee in the Los Angeles/Orange County regions and the organizations are in discussion about how to collaborate and more effectively share information about and serve as on-ramps to each other's programs.

VII. Coordination with WIOA Section 168 Grantees

There are no WIOA Section 168 grantees serving the local area. However, through SELACO WDB's extensive outreach programs, migrant and seasonal farmworkers and the organizations that serve them may become familiar with SELACO WDB services. Our system is accessible to all, including those with limited English proficiency, and we are able to serve any farmworker applicants seeking our services.

VIII. Facilitating Access to Regional Sector Pathway Programs

Increasingly, over the last four years, the AJCC's operated by SELACO WDB have become more sector-focused. As a system, the network of partners and stakeholders have all turned their attention to industries for which priorities have been established, recognizing that these sectors offer the greatest promise in terms of creating employment within the region and can offer pathways to the middle class. As described, career pathways, particularly in manufacturing and healthcare, have been developed locally, with many of the training programs being offered at Cerritos College, local adult schools or by businesses themselves. The AJCCs have been effective in making job seekers aware of such programs and the value they offer in terms of employment potential.

The AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have to capacity to both promote initiatives and to guide job seekers to the best opportunities. Veterans, disconnected youth, returning offenders, persons with disabilities, English language learners and others with barriers to employment are drawn to the AJCCs because they provide specialized services and support (e.g. the Disabilities Employment Initiative, LVER/DVOPs) and access to resources, such as clothing, transportation and childcare. As more sector pathways are developed, the

AJCCs can promote these programs through advertisements at the center, through our collaborative network and during orientations and by customizing career exploration and career counseling resources for the applicable industry.

E. Specific Programs, Populations, and Partners
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The following responses address approaches, strategies and priorities of the SELACO WDB with regard to specific programs, populations and partners.

I. Coordination with Regional Economic Development and Promoting Entrepreneurial Skills

In addition to the collaboration with local economic development agencies and programs that are described in Section C, SELACO WDB is involved with economic development initiatives at the regional level. These activities, along with efforts to promote entrepreneurial training and microenterprise activities are described below.

Coordination with Regional Economic Development

In 2015, SELACO WDB contributed to the development of the Comprehensive Economic Development Strategy (CEDS) prepared by the USC Center for Economic Development on behalf of the Gateway Cities Council of Governments, which includes SELACO WDB cities. While the study deals with a number of factors influencing the economy, SELACO WDB contributed most meaningfully to discussions about workforce development and education within the region. Among the recommendations made within the CEDS report is one concerning the need to strengthen the regional labor force through increased collaboration among education and workforce agencies. Also called for is the increased use of work-based learning and development of career pathway programs and strategies.

Other regional economic development efforts with which SELACO WDB has been involved include the collaboration the WDBs in the Los Angeles Basin have with LAEDC. On top of local activities in which we collaborate with LAEDC, the seven local boards often engage LAEDC to conduct economic analysis for the entire region. As described in the Basin's Regional Plan, increased collaboration with LAEDC is envisioned in the area of industry convening. As the WDBs, community colleges, adult education and others seek to streamline and unify discussions with industry leaders about sectoral needs and priorities, it is likely that LAEDC will play a greater role in this process. Each of the boards will be responsible to determining how such information can be used to inform business outreach and responsiveness in their local areas.

Promoting Entrepreneurial Skills Training and Microenterprise Services

Our primary resource for promoting entrepreneurial training and economic development is through the services of the Small Business Development Center (SBDC) at Long Beach City College. The center offers low-cost training and no-cost one-on-one advising from experienced entrepreneurs and industry experts. For start-up preparation, the center is able to offer training and counseling on business planning, financial projection, exploratory funding, lease negotiation, human resources management, accounting, web development and more. Additional services are available for new and expanding businesses. Services are aimed at businesses as small as single person operations.

II. Availability of Adult and Dislocated Worker Employment and Training Activities

SELACO WDB oversees an effective array of adult and dislocated worker services. As described throughout the Plan, our AJCC system, which currently consists of two comprehensive centers, serves as the portal for a wide range of services, including: basic career services; intensive career services, training services and ancillary services, such as support that enables participation in the foregoing services. The availability of services for adults and dislocated workers meets the requirements of WIOA. Where SELACO WDB stands out among WDBs in the region and throughout the state is in our ability and effectiveness in responding to the needs of business and industry for specific skills that correspond to the demands of the workplace. SELACO WDB's unique abilities in this area may be the result of our experience in addressing incumbent worker training requirements or other early experience in developing career pathway programs for many of the region's leading sectors. For example, SELACO WDB's recent relationship with Kaiser Permanente in which a "new hire" program for individuals who successfully completed their nursing degree. The project was developed out of the concern that hospitals could not secure nurses with experience, new graduates were leaving the state or county to gain experience, and hospitals were depending on out of county nurses to meet their hiring needs. In research we found that new graduates were working in other jobs that were not directly related to their field. This was due to lack of experience, availability and high cost of a "new hire" program. When speaking with Kaiser we agreed to develop a 10 week OJT "new hire" program. The result of this program was a four year project that supported the hiring of 226 new graduates under a work based learning which was financially supported by co-enrolling using H1B, WIOA and employer funds. SELACO WDB has proven its ability to distinguish the needs of industry and to develop and implement programs (often in collaboration with education and other partners) that meet these needs.

Our regional ETP program has positioned SELACO WDB to better address the needs of a company's existing workforces. SELACO WDB has used its ETP program to especially respond to manufacturing companies, addressing their skills development needs to insure that they maintain a competitive edge. Commonly in the manufacturing industry many workers have family responsibilities and/or second jobs. Since they do not have the ability to go to training outside of work, the training must come to them. As a Multiple Employer Contractor under the Employment Training Panel, SELACO WDB has delivered training right at the workers' sites for more than 20 years, resulting in more than 15,000 California employees benefitting from SELACO WDB's ETP training partnership.

III. Coordination of Rapid Response Activities

SELACO WDB's Rapid Response services assist workers affected by business closures or downsizing. Services include on-site orientations; outplacement and career transition services; financial assistance information for workers managing the transition of benefits; and retraining opportunities and re-employment assistance. Based on the focus of WIOA, SELACO WDB is increasingly shifting the focus of services for distressed companies to proactive business retention and layoff aversion strategies.

Helping shape the content of 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.

SELACO WDB's Layoff Aversion entails a comprehensive strategic approach that includes a set of actions or interventions, such as: *Pre-feasibility Studies, Asset Mapping, Business Turnaround Services, Incumbent Worker Training, Employment Assessments, Education/Training, Financial Consultation, and Employee Recruitment*. This is accomplished through an initial survey, needs assessment, identification of potential issues, and engagement of business resources, commitment, and agreement by all parties to follow-through. Although there may be no absolute method for identifying the appropriate time for involvement, it is expedient that WDBs and partners establish a continuous sequence of activities that can spur indicators for identifying companies at risk.

IV. Youth Workforce Development Activities

SELACO WDB recognizes that youth and young adults within our service area have a variety of options for training and employment preparation, this is especially true for those ages 18 through 24, who qualify as adults under WIOA and other programs. Training provided by the community colleges, adult education, labor-led apprenticeship programs, private trade schools, Youth Build programs, Job Corps and many programs and providers offer opportunities for youth to learn job-related skills. Knowing that these options exist, SELACO WDB has traditionally focused our programs on serving youth with multiple barriers, who need intensive case management in order to successfully participate in training and job readiness services.

As described in response to item B.I, above, SELACO WDB has two distinct WIOA youth programs, one for in-school youth and one for out of school youth. Both designs have been effective in preparing youth to earn high school diplomas or equivalents, to prepare for post-secondary education or advanced skills training and for work. The board has been working since the implementation of WIOA on the development of strategies to improve services for youth and young adults, particularly those who are out of school, to ensure that they acquire all the requisite skills to secure entry-level

positions on career paths that will make them self-sufficient. Following is an overview of these services.

Services for In-School Youth

SELACO WDB currently contracts with the ABC Unified School District to operate the in-school youth program. This program serves high school juniors and seniors that have been identified as at risk of dropping out of school and face barriers to school completion and employment. Youth participate in career training, usually with a focus on one or more of SELACO WDB's priority sectors. Students also participate in paid work experience and receive support services as needed. Outcomes generally include career training education (CTE) certificate completion, internships leading to employment, and placement into post-secondary education enrollment.

Services for Out of School Youth

The Out of School Youth Program provides a rich combination of services including work experience, a wide range of soft skills and work readiness training, GED preparation, assistance in completing college and financial aid applications, on-the-job or classroom vocational training, job placement assistance and support services. SELACO WDB has re-designed the slate of services for the Out of School Program and we are preparing to implement enhancements that focus on providing participants opportunities to explore and then train for jobs in the high-demand sectors that are regional priorities. The Career Academy for Targeted Sectors (CATS) program is made up of the following key components: Five sector-focused intensive Career Exploration "Boot Camps" in Healthcare, Hospitality, Advanced Manufacturing, Logistics, and Business and Professional Services; career exploration; intensive review of labor market information; try-out employment; work experience; job shadowing; entrepreneurial training; development of work readiness skills such as financial literacy, work maturity and leadership; and job search and retention services. This design is driven by our focus on career opportunities with a clear pathway to the middle class.

Strategic Approaches to Serving Youth with Disabilities

SELACO WDB has served many youth with disabilities, including those with diagnosed learning disabilities. Our core strategy for serving youth and young adults with disabilities has been to provide resources and accommodations they need, along with intensive case management. We have two case managers on-site who are referred to as Disability Resource Coordinators (DRC). Recognizing the need to develop and/or adopt a more strategic approach to addressing the needs of a wide range of youth with disabilities our DRCs work closely with our local partners who serve the disabled population. For example the Cerritos College Disabled Student Programs and Services (DSPS) offering job search workshops to disabled students, and are committed to serving as an access point to DEI/WIOA enrollment. SELACO WDB DRCs serve on the DSPS Advisory Board. In addition the SELACO WDB DRCs are connected to the Adult Schools consortium, PAACE. PAACE has a newly formed Disability Task Force which SELACO WDB has been involved with from inception. This Task Force works with a variety of disability programs to develop cooperative methods that better serve persons with disabilities from K-12, College and Adult schools. Currently, eighty (80%) percent of

SELACO WDB's In-School youth program enrollments consist of students with learning disabilities.

V. Coordination of Workforce and Education Services

Throughout the Plan, there are references to programs and services that SELACO WDB has developed in partnership with Cerritos College and local education agencies, including the adult schools they operate. As indicated, the adult education consortium (PAACE) represents WIOA core programs and an MOU is in place that describes approaches that the WDB and education agencies will take to seek alignment and avoid duplication. In particular, it describes a commitment to use the CalJOBS system, which, for customers coming through the AJCC system, will enable co-enrollment, co-case management and the ability to track outcomes for WIOA participants enrolled in training. The historically close alignment between SELACO WDB and our education partners has been made even stronger by the development of consortia at both the adult education and community college levels. Whereas we interact with PAACE locally, SELACO WDB's joint planning with the community colleges is facilitated by the Los Angeles/Orange County Regional Consortium. In addition, more than two years ago, the WDBs and the community colleges in Los Angeles County formed a committee to work toward alignment of sector strategies, career pathway programs, data management, industry engagement and more. The work of this committee is on-going and will continue to be a resource for coordinating strategies and services with our education counterparts.

In addition, Since 2015 SELACO WDB staff has served on the Retail, Hospitality and Tourism Doing What Matters Advisory group out of Orange County and coordinated by the Deputy Sector Navigator who aligns community college and other workforce development resources with the needs of the industry.

As described in the Los Angeles Basin RPU Regional Workforce Plan, the county is home to hundreds of education and training programs, including not only community colleges and adult schools, but 4-year institutions, private postsecondary trade and technical skills providers, apprenticeship programs and more. As WDBs across the region explore opportunities to leverage a broader base of resources, SELACO WDB will examine how to best utilize these programs within Southeast Los Angeles County.

VI. Coordination of Support Services

As described in Section II, SELACO WDB has developed myriad relationships with programs and providers that enhance the support services that we are able to make available with WIOA funding. Examples of 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. Some of the public and private partners providing these services at no cost include: L.A. County Department of Public Social Services, State Department of Rehabilitation, International Institute of Los Angeles, Working Wardrobes, Mexican

American Opportunity Foundation, Crystal Stairs, and Southern California Alcohol and Drug Programs.

The Regional Plan describes the possibility of purchasing services at discounted rates, where agreements can be reached on behalf of the regional workforce system. The regional partners plan to conduct an assessment of where there may be gaps in support for individuals being served through workforce, education or other employment readiness programs. Based on the results of this assessment, SELACO WDB would consider options to expand support resources within our jurisdiction.

VII. Coordination of WIOA and the One-Stop System with Wagner-Peyser

Coordination between the WIOA-administered one-stop system and EDD's Wagner-Peyser program are built into SELACO WDB's design by virtue of the integrated service delivery model implemented within the AJCC in 2014. Within this model, Wagner-Peyser and WIOA-funded staff work side-by-side, ensuring that job seekers get the services they need to secure employment leading to self-sustainability. The 2016 MOU executed between EDD and SELACO WDB outlines roles and responsibilities, referral methods, and the use of shared technology.

VIII. Coordination of WIOA Title I Activities with Adult Education and Literacy Activities under WIOA Title II

In November 2016, the California Department of Education (CDE) released its Program Year 2017–18 Workforce Innovation and Opportunity Act Title II Adult Education and Family Literacy Act Request for Applications (RFA). Under this solicitation, responses are due in two phases. General responses are due on February 10, 2017 and supplementary responses are due on May 15, 2017. The second due date provides the opportunity for applications to be compared to state-approved Local Workforce Plans. The RFA indicates that, from May 17 through 30, 2017, LWDBs will review WIOA, Title II grant applications for consistency with LWDB plans. The CDE will provide each LWDB the grant applications from eligible providers within the Local Workforce Development Area. The CDE will consider the recommendations of the LWDBs in making the grant award determinations.

The SELACO WDB is committed to effective coordination with local WIOA Title II programs. The WDB's priorities with regard to Title II programs are aligned with those embedded in the State and Regional Workforce Plans. The board seeks to ensure that sufficient resources are available to meet the basic skills and English language skills training required for local job seekers to be able to participate in and successfully complete the occupational skills training and employment preparation services they need to qualify for employment in a career path that will enable them to achieve an economic independence and a middle class lifestyle.

IX. Services for Limited English Proficient Individuals

SELACO WDB has strong, effective referral relationships with the education agencies within the PAACE AEGB consortium. Each of the adult schools represented by the consortium and Cerritos College offer English-as-a-Second Language (ESL) courses for learners at various levels of proficiency. Among the providers there is significant

capacity. For instance, ABC USD's Adult School offers classes in the morning, afternoon, and evening, for all levels from beginning to advanced. Typically, as referrals are made from the AJCCs to the ESL providers, students are able to register for the next available start date. A draw back for many of the classes is that they run on a semester or trimester schedule.

SELACO WDB recognizes that many residents of Southeast Los Angeles County need to improve their English proficiency to be eligible for employment opportunities that will provide to a middle class income. The Los Angeles Basin Regional Plan states that the workforce system must work closely with education and community partners to devise effective strategies to recruit and serve English language learners, who represent a vital and necessary resource for the regional economy. Among recommendations made by the Regional Plan are making improvements in access to English language training and exploring alternative training methods. At the local level, SELACO WDB can support these efforts by working with education and community partners to explore alternatives, such as online learning, contextualizing English skills within vocational training, and bringing programs to community-based sites, among other strategies.

F. Grants and Grant Administration

As described below, SELACO WDB administers WIOA grant funds within the local area in compliance with the requirements of the statute and applicable federal regulations.

I. Entity Responsible for Disbursal of Grant Funds

The Southeast Los Angeles County Workforce Development Corporation, Inc. is the entity responsible for the disbursal of grant funds described in WIOA Section 107. Legally authorized to do business as the Southeast Los Angeles County Workforce Development Board (SELACO WDB), the entity is a California non-profit corporation established under the JPA among the seven cities.

II. Process for Awarding the Sub-Grants and Contracts

Following the federal Office of Management and Budget (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (Uniform Guidance), to award WIOA sub-grants and contracts, SELACO WDB uses a competitive procurement process as described in Section 200.32(d). This procurement method requires a formal solicitation and fixed-price or cost-reimbursement contracts. SELACO WDB utilizes a Request for Proposals (RFP) as the form of solicitation. The RFP specifies services/products sought and requests information on proposed content, approach and quality; experience and proven performance; and price/cost. Contracts are awarded to the responsible firm or entity whose proposal is most advantageous to the program, with price being one of the various factors considered. In order to promote awareness of procurement opportunities, SELACO WDB publishes a public notice within the local newspaper, the Long Beach Press Telegram. In addition, the public notice and RFP are made available on SELACO WDB's website. Other forms of promotion used to communicate the RFP opportunity include posting announcements at city halls and sending information to all partner agencies, including dozens that are members of SELACO WDB's Community Collaborative Network.

G. Information Pertaining to Performance Goals

Following are SELACO WDB’s performance goals negotiated with between the seven boards that comprise the Los Angeles Basin RPU and EDD’s Workforce Service Division leadership on behalf of the Governor and the chief elected officials for each local area,. The goals, applicable to fiscal years 2016-17 and 2017-18, demonstrate an increase in performance in the second year.

	2016-17	2017-18	Definition
Adult Performance Goals			
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program
Employment Rate 4th Quarter After Exit	62.5%	66.5%	The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program.
Median Earnings 2nd Quarter After Exit	\$4,957	\$5,157	The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
Credential Attainment within 4 Quarters After Exit	52.9%	55.9%	The percentage of program participants who obtain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent during participation in or within 1 year after exit from the program.
Dislocated Worker Performance Goals			
Employment Rate 2nd Quarter After Exit	65.0%	71.0%	Same as Adult
Employment Rate 4th Quarter After Exit	62.5%	69.5%	Same as Adult
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,523	Same as Adult
Credential Attainment within 4 Quarters After Exit	52.9%	63.0%	Same as Adult
Youth Proposed Performance Goals			
Employment Rate 2nd Quarter After Exit	51.89%	54.48%	Percentage of program participants who are in education or training services, or in unsubsidized employment during second quarter after exit.
Employment Rate 4th Quarter After Exit	56.70%	59.54%	Percentage of program participants who are in education or training services, or in unsubsidized employment during fourth quarter after exit.
Median Earnings 2nd Quarter After Exit	BASELINE	BASELINE	Median earnings of participants in unsubsidized employment during the second quarter after exit
Credential Attainment within 4 Quarters After Exit	60.0%	63.89%	Percentage of participants who obtain a recognized postsecondary credential, secondary school diploma or equivalent during participation or within 1 year after program exit

H. Information Pertaining to Federal High Performance Criteria

In addition to assessing the effectiveness and ensuring the continuous improvement of the AJCC system (as discussed in response to item D.I), SELACO WDB has implemented state guidelines associated with existing state policies dealing with WIOA Adult Program priority of services and MOUs.

I. Compliance with State-Issued AJCC Policies

SELACO WDB has taken action to comply with the state-issued AJCC policies specified in the following directives:

- WSD15-14 – WIOA Adult Program Priority of Service
- WSD15-12 – WIOA Phase I Memorandums of Understanding
- WSD16-09 – WIOA Phase II Memorandums of Understanding

Details on SELACO WDB’s approach to ensuring compliance are described below.

Compliance with WIOA Adult Program Priority of Service

SELACO WDB is in compliance with state policy on WIOA Adult Program priority of service as expressed by WSD15-14. Priority is provided in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low income individuals, or individuals who are basic skills deficient.
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.
4. Other individuals not included in WIOA’s priority groups.

Under SELACO WDB’s ISD model, there are various points at which an applicant may be identified as belonging to one of the priority categories. Typically this occurs at the point of first contact, when customers are greeted at the AJCC. Veterans are given the opportunity to self-identify through a veteran-specific check in process. A short-form application precedes customers’ receipt of adult basic career services. A quick review by a Welcome Team representative often identifies individuals who may be eligible on the basis of public assistance participation, income or skill deficiencies. A WIOA application process required prior to participation in individualized career services is used to verify priority status. Flow charts illustrating AJCC service delivery, including intake, are included as Attachment 6.

Compliance with WIOA Memorandums of Understanding – Phase I

SELACO WDB has finalized MOUs with partners representing all core programs. Remaining MOUs with other have been finalized or are nearing completion, bringing the board into full compliance.

Compliance with WIOA Memorandums of Understanding – Phase II

Discussions on partner contributions to sustain the unified system are underway and, in accordance with WSD 16-09, SELACO WDB will have all Phase II MOUs completed by September 1, 2017.

I.	Information on Training Activities
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In recognition of the priorities of the State Plan and Los Angeles Basin Regional Plan, which are aimed at preparing a job ready workforce to meet industry demand, SELACO WDB will continue to emphasize training to ensure that candidates have the skills and credentials required for employment in priority sectors.

SELACO WDB has a long history of successfully leveraging regional training programs through use of Individual Training Accounts (ITAs) and the State Eligible Training Provider List (ETPL). In addition, using waivers that first became available under the workforce provisions of the American Recovery and Reinvestment (ARRA), SELACO

WDB has developed a number of successful contract training programs in which cohorts of individuals have been trained. The majority of this training has been provided by Cerritos College and has been implemented in response to training and hiring needs of a specific industry, such as healthcare, manufacturing or hospitality. The board intends to continue to make use of contracts for cohort training and will ensure they meet WIOA requirements, as outlined below.

Even with SELACO WDB's commitment to making training available to ensure workers have the in-demand skills needed by industry, management, staff and partners who oversee the career exploration and service planning processes make certain that customers enrolled in training are those who need this service. For those identified as having a gap in skills necessary for work, an orientation to available training is provided. The orientation is critical in ensuring the "customer choice" in the selection of training. Because the orientation informs customers of the full range of training and other employment services available through SELACO WDB AJCCs, customers, working with staff, can make informed choices about the services they want and need.

Provision of ITA Training

For most customers enrolled in training, the ITA process is used. Following orientation, Center staff meets with each customer to identify the need for training and/or skills upgrading. For those meeting guidelines for training (e.g., eligible for the service, demonstrates gap in skills required for employment), a plan will be developed to research and explore training programs and options. Basically, candidates for training are required to: 1) explore industry and occupational requirements for the job(s) they are interested in; 2) conduct labor market research to assess availability of jobs in the regional labor market area; and 3) research various training providers and programs offering training directly related to the desired occupational objective.

Customers are required to communicate with training providers to ensure that they have a full understanding of the content and requirements of training. Upon completion of these tasks, a career plan is completed and the customer is enrolled, with appropriate forms and notifications completed pertaining to CalJOBS and ITA processes.

Enrolling Job Seekers in Cohort Contract Training Programs

When cohort training is available, it is often tied to specific placement opportunities, as such programs are implemented in response to industry need. Whether or not this is the case, orientations are used as the primary mechanism for communicating information on the full range of services. Whether candidates are referred by the college, an employer or through another source, SELACO WDB requires that all customers receive an orientation (in a group or one on one) exposing them to all AJCC/WIOA services prior to being enrolled in training.

J. Transparency, Accessibility and Inclusiveness

SELACO WDB has provided multiple distinct opportunities for partners, stakeholder and members of the public to participate in planning and provide input on the Local Plan.

Involvement of Partners in the Planning

Regional Planning Stakeholder Forums: Understanding the significance of the Local Plan as part of the Los Angeles Basin Regional Plan and recognizing that stakeholder contributions to the regional planning process would benefit the larger system, SELACO WDB embraced regional stakeholder forums as a primary means for gathering input in the planning process. The local WDBs within the RPU, organized a series of 19 forums addressing five broad topics tied to the issues posed by the regional and local planning guidance. The sessions cross-convened various stakeholder groups (CBOs, educators, organized labor), resulting in highly informative dialog and a productive exchange of ideas on strengthening the workforce system. While SELACO WDB hosted one of these forums, with more than 50 stakeholders in attendance, individuals from Southeast Los Angeles County participated in several of the forums.

Development of Memoranda of Understanding: Again, the planning process leading to the development of this Plan goes back to the enactment of WIOA and, in many ways, begins with the State and Local plans published in 2013 under WIA. In 2016, one of the major planning activities undertaken by the SELACO WDB was development of MOUs with core program and other one-stop partners. Coordination, system alignment, cross training, and co-enrollment/case management were among the many topics discussed as partners met and agreements were developed. The results of the MOU planning process with all partners has contributed significantly to the content of this Local Plan.

Monthly CCN Meetings: SELACO WDB's Community Collaborative Network, which includes more than 25 organizations, meets on a monthly basis and serves as a platform for sharing information and to address issues, large and small, that face the workforce system. Input provided at CCN meetings regularly informs program planning and operational improvements at SELACO WDB. Much of this information is embedded in this Plan. CCN is, in part, extremely effective because the participating agencies represent such a broad spectrum of perspectives, from organizations providing emergency shelter to chambers of commerce and agencies focused on key target groups, including persons with disabilities and veterans.

Engagement with Businesses: SELACO WDB's 2013 WIA 5-Year Strategic Workforce Plan earned the board high performing WIB status, and, while that was significant, more meaningful was the sector focus that the planning process brought to the local workforce system. Over the last four years, WDB staff and partners have been deeply engaged in discussions with representatives of key sectors, particularly manufacturing and healthcare, about their workforce needs. These discussions, which have resulted in career pathway development, are on-going and have had a profound impact of SELACO WDB's 2017-2020 WIOA Local Plan.

SELACO WDB Meetings: An impressive amount of planning takes place under the leadership of the board. SELACO WDB's board is made up of an impressive slate of leaders representing business, labor, education, economic development and the community. Within the context of the WDB's public meetings, board members, staff and individuals representing the public have set many goals and objectives that are embedded within the programs and services described in this plan.

Public Comment and Review

In accordance with the state and federal guidance, SELACO WDB opened a 30-day public comment period on February 1, 2017, which concluded on March 2, 2017. Features of the comment period promoting maximum accessibility and inclusiveness included the following:

Public Notice: A public notice announcing the availability of the Local Plan for review and comment was placed in the Long Beach Press Telegram, which targets communities in Southeast Los Angeles County, on January 31, 2017. The notice, which was available, both in print and on-line, informed the public about: 1) the release of the Local Plan for comment; and the scheduling of a public meeting regarding the Plan on February 8, 2017. The notice of the Plan's availability was also made available on the WDB's website.

Availability of Local Plan Document for Public Review: SELACO WDB made the Plan available through its website and in hard copy at its headquarters.

Public Meeting on Local Plan: On February 8, 2017, SELACO WDB hosted a Public Meeting on the Local Plan. The meeting included a summary presentation on the Plan and those in attendance were provided the opportunity to submit written comments or provide verbal testimony. The presentation also included an overview of the Los Angeles Basin Regional Plan. A copy of the presentation used to introduce the Plan is included as Attachment 5.

To ensure that process complies with physical and programmatic accessibility requirements, the public announcement included TTD/TTY numbers, as well as a statement informing the public that SELACO WDB-sponsored meetings are accessible to persons with disabilities and that reasonable accommodations are available when requests are made at least 72 hours prior to a meeting. Implementing policies and procedures that make certain that facilities and programs are accessible, SELACO WDB fully complies with Section 188 of WIOA.

A Summary of Public Comments received is included as Exhibit 7.

K. Common Intake and Case Management Efforts

Customer and service delivery flow under the integrated service delivery model that SELACO WDB and AJCC partners have implemented is illustrated within the flow charts included as Attachment 6 to this Plan. Within the AJCC, EDD Wagner-Peyser and WIOA staff share orientation and registration functions and other applicable co-managed functions, with CalJOBS serving as the system for tracking clients, including those who are co-enrolled. MOUs developed with other core programs (DOR and PAACE) specify that cross training in CalJOBS will be provided prior to July 1, 2017, after which clients co-enrolled in WIOA and these core programs can be co-case managed and tracked. However, this process will apply only to those individuals who enroll in AJCC services and access education and DoR services via the AJCC.

Comprehensive tracking of individuals across programs operated under WIOA and by AJCC partners will require the implementation of an integrated intake and case management information system. This will require state-led data-sharing and coordination efforts among core programs. SELACO WDB is prepared to contribute to

planning process to effectuate this change.

L. Miscellaneous Information

The following information is provided to address those items labeled within the Plan guidance as “miscellaneous.”

I. Availability of Local Plan to Title II Program Applicants

As indicated in response to item E.VIII, above, applicants for WIOA Title II Adult Education and Family Literacy Act funding for Program Year 2017-2018 will be submitting applications in two stages. The bulk of the application, which deals with content and approach to service delivery, is due on February, 10, 2017, while the portion that specifically addresses alignment with the Local Workforce Development Board Plan is not due until May 15, 2017. The later due date reflects a point at which Local Plans will have been submitted to and reviewed by the EDD and California Workforce Development Board and will be available in final or near final form for review. SELACO WDB will make the Local Plan available for review by WIOA Title II Program applicants and others as follows:

February 1, 2017	Public Comment version posted to SELACO WDB website
March 15, 2017	Revised/Final version posted to SELACO WDB website
June 30, 2017	Final Version (incorporating any changes per State comments) posted to SELACO WDB website

To the extent that the SELACO WDB Local Plan would help applicants in developing responses to the content and approach portion of Title II application, it will be available 8 working days prior to the February 10 deadline.

II. Ensuring Priority of Service Requirements

The response to Section H, above, describes the ISD structure that SELACO WDB has implemented with our AJCC partners and the points at which customers are identified being those who will be given priority in receiving career services and training services in accordance with WIOA Section 134(c)(3)(E). These include veterans and eligible spouses, recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as defined by EDD Directive WSD15-14.

III. Nexus of Local Plan to the Regional Plan

SELACO WDB’s Local Plan relies on the Los Angeles Basin RPUs Regional Plan for regional analysis of economic conditions, including information on existing and emerging in-demand industry sectors and occupations. This includes:

- A regional analysis of economic conditions, including existing and emerging in-demand industry sectors and occupations
- An analysis of the knowledge and skills needed to meet the employment needs
- An analysis of the regional workforce
- An analysis of workforce development activities

The vision, goals and overall WDB strategy expressed within the Local Plan are described within the context of the background analysis provided in the Regional Plan.

In addition, the Local Plan, as indicated, has benefitted significantly from the regional planning process, led by the WDBs within the region, including activities used to gather stakeholder input.

M.	Local Board Assurances
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Included as Exhibit 1 is the required “Local Board Assurances” form, signed by the Chair of the Workforce Development Board and the Policy Board Chair, who is the Chief Elected Official for the SELACO WDB.

N.	List of Comprehensive One-Stops and AJCC Partners in the Local Area
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Included as Exhibit 2 is a list of comprehensive one-stops and AJCC partners within the SELACO WDB local area.

O.	AJCC Memorandums of Understanding (MOU)
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Included as Exhibit 3 are fully executed MOUs with EDD, DOR, PAACE and TANF.

P.	Provide the Local Area Grant Recipient Listing Using the Form Provided
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Included as Exhibit 4 is the Grant Recipient Listing Form signed by the Chief Elected Official for the SELACO WDB.

Q.	Provide a Copy of Local Board Bylaws
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Included as Exhibit 5 is Copy of the SELACO WDB’s Bylaws.

R.	Provide Program Administration Designee and Plan Signatures
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Included as Exhibit 6 is the required “Program Administration Designee and Plan Signatures” form, signed by the Chair of the Workforce Development Board and the Chief Elected Official for the SELACO WDB.

S.	Provide a Summary of Public comments received that disagree with the regional and local plan.
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The Summary of Public Comments form is included with this Plan as Exhibit 7.

T.	Goals
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As stated in the introduction, SELACO WDB’s Local Plan is submitted as part of the Los Angeles Basin RPU Regional Plan and serves to implement regional goals at the local level. However, as is evident throughout the preceding narrative, SELACO WDB has implemented and maintains systems for management, operations and service delivery that ensure that residents and businesses within the local workforce area have access to high-quality services. Interspersed throughout this Plan are statements reflecting goals and objectives to strengthen, develop and expand certain services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level. Following is a summary of SELACO WDB’s goals based on the information provided in the Local and Regional Plans.

Local Area Operations and Service Delivery Goals

1. Increase the number and effectiveness of community on-ramps
2. Further integrate partners into ISD Model
3. Examine opportunities to implement additional entrepreneurial skills training

4. Identify opportunities to access community college training using Strong Workforce funding on behalf of AJCC customers
5. Expand the availability of basic skills and English language skills training
6. Explore alternative strategies to make basic skills and English language skills training more accessible
7. Identify model program designs for youth with disabilities
8. Increase the availability of work-based learning models

Goals Pertaining to Regional Coordination and Planning

1. Participate in planning a structure for the Los Angeles Basin RPU “WDB Partnership”
2. Strengthen coordination with regional economic development initiatives
3. Identify models to better address to the needs of disconnected youth
4. Support regional efforts to engage businesses in discussions on industry-valued and recognized credentials
5. Support regional efforts at engaging industry in discussions on regional sector pathway programs
6. Provide support to develop regional sector pathway programs
7. Participate in regional efforts to improve data sharing

U.	Exhibits and Attachments
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Following are the exhibits and attachments that are incorporated into this plan.

Exhibits

- Exhibit 1: Local Board Assurances
- Exhibit 2: List of Comprehensive One-Stops and AJCC Partners
- Exhibit 3: Memoranda of Understanding
- Exhibit 4: Grant Recipient Listing Form
- Exhibit 5: SELACO WDB’s Bylaws
- Exhibit 6: Program Administration Designee and Plan Signatures Form
- Exhibit 7: Summary of Public Comments form

Attachments

- Attachment 1: List of organizations and individuals invited to Regional Stakeholder Forums
- Attachment 2: List of individuals attending Regional Stakeholder Forum hosted by SELACO WDB
- Attachment 3: List of List of organizations and individuals invited to Public Meeting on Local Plan
- Attachment 4: List of individuals attending Public Meeting on Local Plan
- Attachment 5: PowerPoint from Local Plan Public Meeting held on February 8, 2017.
- Attachment 6: AJCC Service Delivery Flow Charts.