

Southeast Los Angeles County Workforce Development Board

Program Years 2025 – 2028
Local Plan



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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act of 2014 (WIOA) and guidance published by California Workforce Development Board (CWDB) and Employment Development Department (EDD), the Southeast Los Angeles County Workforce Development Board (SELACO WDB) has developed this four-year Local Plan covering program years 2025-28, with the Plan's active dates being July 1, 2025 through June 30, 2029.

Pursuant to designation by the Governor, the following eight cities comprise the Southeast Los Angeles County Local Workforce Development Area (SELACO LWDA): Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood, Norwalk, and Paramount. With this designation, WIOA Title I Adult Program, Dislocated Worker Program, and Youth Program funds are provided annually to SELACO WDB by EDD to serve residents and businesses within the eight-city area.

Under the California Government Code, the consortium of cities is legally organized as a Joint Powers Authority (JPA) for the purposes of providing workforce development and related human services. Administratively, SELACO WDB operates as a 501(c)(3) non-profit public benefit corporation. The LWDA and its programs are overseen by the SELACO WDB and by a Policy Board comprised of one elected official (i.e., city councilmember) from each of the eight cities. SELACO WDB has served Southeast Los Angeles County for more than forty years.

A. Workforce Innovation and Opportunity Act

Passed by Congress with a wide bipartisan majority, WIOA was signed into law on July 22, 2014. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. WIOA represents the most recent iteration of federal workforce legislation that provides funding to states and local areas to administer and operate workforce development programs. WIOA was preceded by the Job Training Partnership Act (active from 1982 to 2000) and the Workforce Investment Act (active from 2000 to 2015).

WIOA promotes accountability and transparency through negotiated performance goals that are publicly available, fosters regional collaboration within states through local workforce areas, such as the SELACO LWDA, and supports a nationwide network of career centers, which are branded within the State as America's Job Centers of California (AJCCs).

While the Program Years 2025-28 Local Plan addresses collaboration among many organizations that derive their primary funding from a wide range of federal, state, and private programs, it is WIOA that requires the publication of the Plan and that prescribes its core content.

B. Southeast Los Angeles County Workforce Development Board

WIOA requires that a workforce development board (WDB) be established in each LWDA. The LWDA's chief local elected officials appoint members to the WDB. Locally, SELACO WDB's Policy Board fulfills this function. The SELACO WDB is business-led and the majority of the WDB's members are required to come from the business community. Required WDB members also include representatives from labor, education, economic development, and specific federally-funded workforce programs. The Policy Board may also select representatives from other groups, such as community-based organizations, to sit on the SELACO WDB.

WDBs drive the vision for the workforce system and maintain the critical role of leading and providing oversight for local WIOA programs. WDBs also play a critical role in promoting, sustaining, and growing regional economies. They are responsible for aligning investments in job training, integrating service delivery across programs, and ensuring that workforce investments are job-driven and match skilled workers with employers.

WIOA indicates that development of the local plan, along with its associated regional plan, is a primary responsibility of the workforce development board.

C. Local Plans and the WIOA Planning Structure

SELACO WDB's Local Plan is best understood within the context of a three-tiered planning structure envisioned by WIOA that requires development of plans at the state, regional, and local levels.

State Plans: Under WIOA, state plans communicate the vision for the statewide workforce development system. WIOA planning requirements aim to foster effective alignment of federal investments across job training and education programs, in order to coordinate service delivery among programs for shared customers; improve efficiency; and ensure that the workforce system connects individuals with high-quality job opportunities and employers. Cross-program planning promotes a shared understanding of the workforce needs within each state. California's PY 2024-2027 Unified Strategic Workforce Development Plan represents agreement among the WIOA core program and other partners and serves as the framework for the development of public policy, fiscal investment, and operation of the state workforce and education systems.

Regional Plans: In states such as California, where governors have established workforce planning regions encompassing one or more LWDA's, regional plans are required. Local WDBs within the region participate in a planning process that describes elements such as: analysis of regional labor market data, development and implementation of sector initiatives for targeted industries and in-demand occupations; coordination of workforce services with regional economic development services and providers; and establishment of regional service strategies, including use of cooperative service delivery agreements. Along with six other local areas, the SELACO LWDA is part

of the Los Angeles Basin Regional Planning Unit (LABRPU), which is one of California's fifteen workforce regions.

Local Plans: The local plan is intended to serve as a four-year action plan to develop, align, and integrate the local area's job-driven workforce development systems and provide a platform to achieve the local area's visions and strategic and operational goals. Features of the local plan include: coordination among economic, education and workforce partners to build a skilled workforce through innovation in, and alignment of, employment, training and education programs; implementation of job-driven strategies and services through the local career center system; and delivery of education and training to ensure that individuals, including youth and individuals with barriers to employment, have the skills to compete in the job market and that employers have a ready supply of skilled workers.

WIOA requires that local plans be incorporated into the regional plan. Therefore, the PY 2025-28 SELACO WDB Local Plan is officially part of the PY 2025-28 Los Angeles Basin RPU Regional Plan.

D. California's Strategic Workforce Priorities

California's Unified Strategic Workforce Development Plan describes the State's priorities for the public workforce system.

Under the leadership of the Governor and Secretary for the Labor and Workforce Development Agency, California's vision for the future of workforce development is centered on the establishment and growth of a workforce system that promotes equity, job quality, and environmental sustainability for all Californians. The State is committed to developing a workforce system that enables economic growth and shared prosperity for employers and employees, especially those with barriers to employment, by investing in industry partnerships, job quality, and meaningful skills attainment. One area in which the CWDB pursues these aims is through its "High Road" programming. High Road refers to a "family of strategies" for achieving a participatory economy and society by aligning workforce, economic policy, and different interests with long-term goals of environmental sustainability, high-quality jobs, and a resilient economy. High Road emphasizes the complementary nature of these aims over the long term. In practice, High Road policy builds on areas where the interest of employers (in trained and productive workers), workers and jobseekers (in good quality and accessible jobs), and environmental protection (for a sustainable future for all) overlap to create pathways to high-quality jobs while raising the profile of existing ones.

In consideration of the practical implementation of High Road principles in workforce development policy, the CWDB describes in the current State Plan four distinct "flavors" or styles of intervention. These interventions are directly relevant to High Road projects but also inform, to a greater or lesser extent, all of CWDB's workforce efforts. They include: (1) lifting all workers to the "High Road;" (2) professionalizing precarious work (i.e., employment that is temporary, non-standard, and insecure, often with poor pay and

no protection); (3) democratizing access to high-quality, middle-skill jobs; and (4) participatory planning for a low-carbon economy.

In accordance with the requirements of WIOA, both the PY 2025-28 SELACO WDB Local Plan and the PY 2025-28 Los Angeles Basic RPU Regional Plan support the State Plan priorities by:

- Maintaining a dual focus on providing programs and services that meet the needs and support the goals of businesses and job seekers/workers.
- Concentrating on industry sectors which drive growth and prosperity within the local labor market and the regional economy.
- Targeting jobs that offer career advancement opportunities and that lead to positions that pay family-sustaining wages and provide pathways to the middle class.
- Committing to the adoption and implementation of strategies and processes that support environmental sustainability and climate resilience through workforce development.

E. Development of SELACO WDB's Program Years 2025-28 Local Plan

This Plan replaces the PY 21-24 Local Plan which addressed a range of challenges and opportunities, including those brought about by the pandemic. Over the period covered by the previous Local Plan, SELACO WDB and the local workforce system partners worked diligently on several priorities, which included strengthening the content and quality of services for businesses, development of career pathways, implementing virtual and hybrid service strategies, and making greater investments in foundational skills needed by all job seekers.

The development of the new Local Plan was the result of SELACO WDB leadership's ongoing internal planning and structured engagement with organizations and individuals throughout Southeast Los Angeles County who guide, contribute to, and benefit from workforce system services. SELACO WDB management secured the support of a technical advisor to assist with the stakeholder engagement process and with crafting the content of the plan. Developing the Plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The SELACO WDB's executive leadership led the planning process on behalf of the Board. Development of the Plan took approximately six months, after which it was made available for public review and comment, prior to being forwarded for state-level review. The Local Plan is formally adopted by both the SELACO Workforce Development Board and the Policy Board.

F. System Priorities

To identify priorities for the WIOA Title I program and for the local workforce development system, which encompasses many local programs and providers, SELACO WDB's leadership organized a series of community and stakeholder forums. These forums

captured input from individuals representing various organizations and interests, including members of the SELACO WDB, elected officials who serve of the SELACO LWDA Policy Board, individuals representing WIOA core partner programs, economic development, education, and representatives of community-based organizations. As a result of these listening sessions, the workforce system will address the following priorities during the period covered by the Local Plan.

Business-Focus Priorities

1. Develop a more business-responsive system
2. Adopt workforce strategies for small businesses
3. Promote the role of businesses as trainers
4. Consult with and advise business

Job Seeker/Worker-Focused Priorities

1. Build a pool of qualified candidates for local jobs
2. Expand opportunities for youth employment
3. Implement more effective career exploration strategies
4. Utilize holistic strategies to minimize barriers to employment

System/Partnership-Focused Priorities

1. Design and implement programs addressing skills that have the greatest current and projected demand
2. Strengthen bridges between secondary education and careers
3. Maintain on-going communication between business, workforce and education agencies
4. Develop more short-term, stackable skills development programs
5. Simplify and streamline processes wherever possible
6. Address employment retention issues through demand- and supply-side strategies
7. Develop a local definition of job quality
8. Continue to track and respond to the impact of artificial intelligence on jobs and the labor market
9. Track changes in workforce and labor market culture
10. Build workforce system knowledge about the regional economy

Each of the preceding priorities is described in Section V of the Local Plan.

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

WIOA includes requirements for local boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:”

- WIOA Title I Adult, Dislocated Worker, and Youth Programs;
- WIOA Title II Adult Education and Family Literacy Act Program;
- WIOA Title III Wagner-Peyser Act Program; and
- WIOA Title IV State Vocational Rehabilitation Services Program.

The core partners, together with thirteen other federally supported programs, make up the WIOA-mandated one-stop partners. SELACO WDB has entered into a memorandum of understanding (MOU) with the organizations managing federal programs at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by the Act.

A. Coordination with AJCC Partners and WIOA Memoranda of Understanding

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

Overview of Local One-Stop System Partners

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

Federal Partner Programs	MOU Partner
Title I Adult Title I Dislocated Worker Title I Youth	Southeast Los Angeles County Workforce Development Board (SELACO WDB)
Title II Adult Education and Literacy	Partnership for Adult Academic and Career Education (PAACE) Consortium, which includes Cerritos Community College District, ABC Unified School District, Bellflower Unified School District, Downey Unified School District, and Norwalk-La Mirada School District Paramount Adult School (PAS)
Title III Wagner-Peyser	Employment Development Department (EDD)
Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career Technical Education	Cerritos College
Title V Senior Community Service Employment Program (SCSEP)	Not available in Southeast Los Angeles County. Eligible individuals are referred to the County of Los Angeles Aging and Disabilities Department.

Job Corps	Long Beach Job Corps Center. <i>Note: Job Corps contractor refuses to sign to MOU. However, Center staff are fully engaged as part of the local workforce development system.</i>
Native American Programs (WIOA Section 166)	United American Indian Involvement, Inc. (UAI)
Migrant and Seasonal Farmworkers (WIOA Section 167)	Not applicable. There is no program in the local workforce area.
Jobs for Veterans State Grants	Employment Development Department (EDD)
Youth Build	La Causa Youth Build
Trade Adjustment Assistance (TAA)	Employment Development Department (EDD)
Community Services Block Grant (CSBG)	Los Angeles County Department of Public Social Services (DPSS), which oversees a slate of CSGB awardees that may support local workforce development services
Housing and Urban Development E&T	Norwalk Housing Authority (NHA)
Unemployment Insurance (UI)	Employment Development Department (EDD)
Second Chance	Not applicable. There is no program in the local workforce area.
Temporary Assistance for Needy Families (TANF)/CalWORKs	Los Angeles County Department of Public Social Services (DPSS)

Memoranda of Understanding (MOU) with System Partners

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

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

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

Coordination with AJCC Partner Programs

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

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

WIOA Title II – Adult Education and Literacy: SELACO WDB has a strong and effective referral relationship with the adult education agencies that make up the Partnership for

Adult Academic and Career Education (PAACE) adult education consortium, and Paramount Adult School (PAS). Leaders from each school participate in quarterly WIOA partner meetings to determine best methods to share resources, refer participants, co-enroll customers, and better serve WIOA target populations. SELACO WDB has organized cross-training for frontline staff to learn about the programs offered by adult education and college partners.

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

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

WIOA Title IV – Vocational Rehabilitation: DOR representatives are co-located at the AJCC on a part-time basis. DOR and the AJCC regularly cross-refer customers and participants are co-enrolled. SELACO WDB and DOR have worked together over the years to improve coordination, and in 2022 implemented a pilot program to test the effectiveness of electronic referrals. Among the many benefits resulting from the pilot is closer coordination with organizations and programs serving individuals with disabilities, including the Greater Los Angeles Agency on Deafness (GLAD).

Carl Perkins Career Technical Education: The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states and discretionary grantees for the improvement of secondary and postsecondary career and technical education programs. The purpose of the Act is to more fully develop the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Cerritos College and local adult education providers are the primary recipients of Perkins funding and regularly make referrals to and receive referrals from AJCC staff. Leaders from Cerritos College also participate in the SMT to coordinate referrals, co-enrollments, and service improvements.

Job Corps: SELACO WDB collaborates with representatives of the Long Beach Job Corps Center and promotes the Job Corps program to potential applicants, who are youth and young adults ages 16 to 24. SELACO WDB staff also regularly refer youth to the Job Corps Center. Job Corps staff participate in SELACO WDB's CCN (a coalition of

stakeholders described at the end of this section) and in SELACO WDB-sponsored job fairs.

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

Jobs for Veterans State Grants (JVSG): EDD administers the federal JVSG program, and designated Disabled Veterans' Outreach Program (DVOP) and Local Veterans' Employment Representatives (LVER) Specialists are stationed at the AJCC to assist veterans seeking employment. SELACO WDB staff also works with several veterans supporting programs, which are coordinated with those provided by EDD. Information on Coordination with other programs serving Veterans is provided in Section III.E of this Plan.

YouthBuild: SELACO WDB collaborates with LA CAUSA YouthBuild, which operates YouthBuild Charter School of California, a competency-based dropout recovery institution. The U.S. Department of Labor funds YouthBuild which is a community-based pre-apprenticeship program to provide job training and educational services for eligible youth ages 16-24 who left school without a secondary diploma. Coordination with the project is enhanced as the result of a unique relationship with LA CAUSA YouthBuild's Director, who is a former SELACO WDB Youth Program participant.

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

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

Housing and Urban Development (HUD) Employment and Training Program: SELACO WDB has entered into an agreement with the Norwalk Housing Authority (NHA) to share resources and refer customers to SELACO WDB's mandated partners. NHA operates a HUD-funded Family Self-Sufficiency (FSS) Program that provides career and job training

to develop skills and secure employment, along with educational support for obtaining GEDs, college degrees, or vocational certifications. Also available are a range of supportive services, including childcare, transportation, education, job training, employment counseling, financial literacy, and homeownership guidance

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

Temporary Assistance for Needy Families (TANF)/CalWORKs: SELACO WDB works closely with the County of Los Angeles Department of Public Social Services (DPSS) on the referrals of job seekers between the CalWORKs and WIOA Title I programs. DPSS representatives have provided CalWORKs training for WIOA-funded staff. DPSS managers also attend monthly meetings for co-located partners and participate in meetings of SELACO WDB's CCN. DPSS is also the local agency responsible for the administration of the CalFresh Employment and Training (E&T) Program, with which SELACO WDB has an evolving partnership. DPSS leaders are also active participants in the SMT.

While the core and other WIOA-required partners that are party to the MOU are instrumental to the delivery of workforce development services in Southeast Los Angeles County, SELACO WDB maintains effective working relationships with a wide range of other organizations. SELACO WDB's Collaborative Community Network (CCN) is a group of dozens of Southeast Los Angeles County area community-based organizations, public agencies, education providers, and businesses that coordinates efforts to serve local residents and the business community. Stakeholders share challenges and opportunities with others in the group to help solve problems and expand ideas.

Partners Co-Located at the SELACO WDB AJCC

All WIOA Title I Program services for adults, dislocated workers, and adults are available at the SELACO WDB AJCC. In addition, several partners have staff co-located at the center on a full- or part-time basis to provide services to job seekers and others seeking information on employment, training, and support services. WIOA-mandated partners providing services at the center include EDD, DOR, education partners that are part of the PAACE consortium and Paramount Adult School, YouthBuild, UAll, and L.A. County DPSS. Local partners with an on-site presence include:

- Employment Development Department (EDD) Disabled Veterans Outreach Program (DVOP): Specialists coordinate a wide array of services including employment services, job training, vocational education, supportive services, and participation in community college programs. A specialist is on-site at the AJCC every Tuesday.
- Salvation Army Veterans Employment Services (VES): Customized employment and related support services for unemployed, underemployed, and homeless veterans. A VES representative is on-site at the AJCC every Wednesday.

- People Assisting the Homeless (PATH): Housing assistance for veterans and other homeless and housing insecure individuals. A representative is on-site at the AJCC every Thursday.
- Assurance Learning/Learn4Life (L4L): A public high school which offers a flexible and supportive environment for students 14 to 24 years old who need additional resources and interventions. L4L representative is onsite at the AJCC every first Friday of the month.
- SCORE: Mentors support businesses and entrepreneurs by providing experienced advice, consulting on best practices, and other critical information for small businesses. A representative is on-site at the AJCC twice a month.
- Hawkeye Youth Services: Education, training, work experience and job placement services are available for WIOA-eligible youth. A representative is on-site at the AJCC every day.
- Cerritos College: GED test preparation classes are taught in Spanish. A representative is on-site Tuesdays and Thursdays.
- CalFresh (LA Food Bank Program): CalFresh is California's food stamps (SNAP) program. A representative is on-site twice a month.

B. Partners' Efforts to Collaborate on Co-Enrollment and Case Management

WIOA encourages delivery of services across multiple partner programs. In addition, in 2020, the CWDB and EDD issued guidance on strategic co-enrollment across core and one-stop partner programs. Co-enrollment enables workforce system partners to leverage multiple resources on behalf of participants needing various types of services and support. For many years, SELACO WDB has successfully co-enrolled participants in two or more programs to ensure that they have the full range of services needed to prepare for and succeed in a career.

Co-Enrollment of Job Seekers Across Programs

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

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

SELACO WDB and local workforce system partners regularly co-enroll customers in two or more programs including: WIOA Title I programs; the WIOA Title II Adult Education and Family Literacy Act Program and other funding used by adult education partners; the

WIOA Title III Wagner-Peyser Program; the WIOA Title IV Rehabilitation Act Program; the Unemployment Compensation Program; Veterans Employment programs; Perkins Career Technical Education (CTE) programs; special grant programs; and various local education and social services programs. SELACO WDB is also continuing to work with local education agencies, including those within the local adult education consortium, to develop curricula which may lead to co-enrollment of job seekers into WIOA and other programs to cover the costs of training and ancillary services.

More than 90% of SELACO WDB's WIOA Title I participants are co-enrolled with one or more other fund sources.

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

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

Perhaps more than any other local board in California, SELACO WDB has committed to instruct partners in and encourage their use of the CalJOBS system for electronic referrals, direct access, and real time customer updates. The onboarding of partners into CalJOBS links them directly to SELACO WDB. The CalJOBS system is specifically identified in the partner MOU as the platform for electronic referrals and direct access to the AJCC. Partners (including mandated programs and other stakeholders) that have been trained on the process of using the CalJOBS platform for referrals and real-time updates on co-enrolled customers include: SELACO WDB, EDD, DOR, local adult schools, Cerritos College, California Department of Corrections and Rehabilitation (CDCR), the local housing agency, L.A. County DPSS, United American Indian Involvement, Inc. (UAI), L.A. County Office of Diversion and Reentry, Youth Build, SHARE! Housing, Reentry Intensive Case Management Services, and New Opportunities, along with other local and regional partners. Use of the system as the primary referral system is not consistent among all partners. Due to staff turnover, partner staff not staying on top of how to use the system effectively, and because of the strong working relationship between staff, there is a tendency to pick up the phone and chat. To encourage the consistent use of the established electronic referral system as the primary tool for referral, SELACO WDB's Compliance Department has implemented a quarterly training session that is used to train new staff and keep current staff up to date on the referral system and how to use it effectively.

Cross Training

Co-enrollment and co-case management strategies are facilitated and strengthened when staff from various programs are informed about the content and requirements of

other workforce system programs. SELACO WDB regularly sponsors cross-training for partner staff to increase their understanding about all partner programs and to share expertise about the needs of various populations. SELACO WDB's AJCC One-Stop Operator (OSO) is responsible for coordinating cross training, implementing strategies for increasing partner knowledge across various programs, and for coordination of service delivery among two or more partner agencies.

C. One-Stop System's Use of Technology and Other Remote Strategies

The eight-city area served by SELACO WDB lies within densely populated Los Angeles County and sits directly adjacent to similar communities in Orange County. The public transportation system is capable of moving individuals efficiently through and beyond Southeast Los Angeles County. There are, therefore, no remote or outlying areas of our service area that have difficulty accessing services due to proximity. Yet, there are individuals spread across the area for whom the availability of virtual services increases access to services. Furthermore, SELACO WDB representatives have learned that many potential customers are more likely to take advantage of AJCC services when they are available in their communities.

Electronic Services that Improve Access

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

- A "Drop Box" of organized job leads on SELACO WDB's website is electronically accessible to all customers.
- SELACO WDB's newsletter is posted on its website to make customers aware of center activities, new programs, employment opportunities, workshops, system-sponsored events (including in-person and virtual job fairs), and more. In addition, the newsletter is distributed through "Constant Contact," which is also used to promote business recruitment and hiring events.
- SELACO WDB's website promotes various programs and services, including those available under special grants, and provides customers with specific contact information and a calendar of related events and services.
- Social media platforms, including LinkedIn, Facebook, Twitter, and Instagram are used to provide information and promote services.
- Direct email is frequently used to communicate with enrolled customers. Attachments that frequently accompany these communications may include flyers for hiring events, the monthly calendar, and training services available through specialized programs.
- Partners are trained in CalJOBS and several utilize the system for electronic referrals.
- Online workshops and weekly job club activities are held for all WIOA-enrolled customers.
- AJCC orientations can be conducted using virtual platforms.

- EDD offers virtual labor market information (LMI), CalJOBS, and Career Exploration workshops. Some workshops are offered in Cantonese.
- Use of products, such as CareerHub and Microsoft 365, which offer various tools to enhance AJCC staff's communications with customers.

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

Convenient Location of SELACO WDB's Comprehensive AJCC

SELACO WDB's AJCC is conveniently located in Cerritos, just two blocks from the San Gabriel River (605) Freeway and near the intersections of several major cross streets. The AJCC is easily accessed by public and private transportation and has ample parking for customers. The facility's location is central to the communities served by SELACO WDB, with no residents having to travel more than 10 miles to access on-site services. EDD staff is co-located full-time at the AJCC, and other partners offer services at the Center on a part-time or by appointment basis.

Boots on the Ground Initiative

SELACO's WDB's "Boots on the Ground" initiative is a simple but highly effective concept for making one-stop career center services more accessible: bring them into the community. Given the relatively compact size of the SELACO LWDA, prudent financial management dictates that expenditures for brick-and-mortar operation be limited to the comprehensive AJCC in Cerritos. Utilizing SELACO WDB's remote capacity for service delivery (e.g., enrollment, development of service plans, provision of support services), staff regularly takes services into locations through the eight-city area. Both community events and locations where potential customers are likely to congregate are targeted. Examples of community events include, but are not limited to, "State of the City" addresses, community resource events, meetings of public commissions (such as the Housing Authority), chamber of commerce-sponsored events, street fairs, and holiday celebrations. Adult schools, high schools, and community centers are also targeted sites where individuals seeking workforce development are most likely to be found.

D. Coordination of Workforce Activities and Support Services

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

SELACO WDB's intention is to ensure that job seekers using its services to prepare for and to seek employment have access to a full range of support that will enable them to achieve their planned educational and employment outcomes. Recognizing that

supportive services are not an entitlement nor are they intended as a source of supplemental income, SELACO WDB has defined their purpose and developed a policy and procedures for determining customers' support needs and for identifying the best resources to meet those needs, including the utilization of funds from partner programs.

Determining Participants' Needs for Support Services

Assessment and individual employment planning processes are used to identify all career services, training, and support that WIOA-eligible individuals will need to prepare for and succeed in employment. The need for supportive services is determined by personal circumstances and how these may impede or prevent participation in services and employment. While WIOA funds can be used to cover the costs of supportive services, staff is diligent in seeking alternatives, such as community-based resources. When participants are co-enrolled in other programs, those programs (e.g., CalWORKs, Rehabilitation Act, Home2Employment) often pay for various forms of support.

Services Available to Address Participants Needs and Barriers

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

Expanding the Scope of Support

The Southern California economy will continue to experience change well into the foreseeable future as industries adapt to a changing marketplace and the adoption of new technology continues to unfold. With these changes will come challenges for many SELACO WDB customers, including low-income individuals and those from various vulnerable populations. SELACO WDB staff anticipates that the landscape of support needs is also likely to change in the years ahead. As services, training, and jobs make increased use of the internet and remote activities, there will be a greater need for technology related support, such as hardware (e.g., laptops, hot spots) that enables access for customers.

SELACO WDB created a Needs Related Payments (NRP) Policy for eligible participants as a form of financial assistance to support them while they undergo training. Participants must be enrolled in an approved training program and meet WIOA eligibility requirements. The NRP policy ensures that financial barriers do not prevent individuals from acquiring skills and credentials necessary for employment.

SELACO WDB partnered with Collaboration with California Advancing Pathways for Students (CalAPS) and Bellflower Unified School District to implement an NRP pilot,

designed to support students enrolled in the Emergency Medical Technician (EMT) training program. The pilot aimed to remove financial barriers by providing NRPs to eligible students, ensuring they could fully commit to their training without economic hardship. The initiative was a success, with 15 out of 15 students attending class daily and earning their fully obligated NRPs. The financial support contributed to consistent attendance, engagement, and program completion, demonstrating the effectiveness of NRPs in workforce training programs. This success highlights the potential for future expansion of NRPs to support students in similar career pathways.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

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

Compliance Protocols

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

SELACO WDB has regularly undergone annual Section 188 Nondiscrimination and Equal Opportunity Provisions Compliance review by EDD that recently concluded that all requirements are being met, with no concerns or findings. The results of such reviews represent a continuation of SELACO WDB’s long history of compliance with all federal and state requirements concerning nondiscrimination and equal opportunity for persons with disabilities.

Technology

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

<i>Assistive Technology</i>	<i>Details</i>
Keyboards with Large Print Keys	Ensures visually impaired persons can easily see and locate keys on keyboard when typing.

JAWS	Text to speech and screen reading software and scanner software for visually impaired persons and individuals with learning disabilities.
Kensington Expert Trackball Mouse	Provides ease in browsing and moving through documents and on the internet for persons with poor hand movement.
Telephone Handset Amplifiers	Available to customers upon request to use with telephone handset for maximum speech clarity.
Environmental Adaptations	Accessibility features include door chimes for auditory cues, visible signage for easy navigation, and Braille signage at all key locations to ensure that all individuals, including those with visual impairments, can easily access and move through SELACO WDB facilities.
Wheelchair Accessible Workstations	AJCC features workstations equipped with electronically height-adjustable tabletops, ensuring full accessibility for wheelchair users.
TTY Minicom IV	TTY Minicom IV is a telecommunications device for the deaf (TDD), also known as a text telephone (TTY). It is designed to help individuals who are deaf, hard of hearing, or have speech impairments communicate over the phone.
TTY Superprint Pro 80	Specifically designed to assist people who are deaf, hard of hearing, or have speech impairments in communicating over the telephone by typing and reading text messages instead of speaking and listening.
UbiDuo 3	Provides an accessibility solution that eliminates communication barriers between deaf, hard of hearing, and hearing people.

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

Materials

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

Staff Training

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

III. STATE STRATEGIC PARTNER COORDINATION

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within that modification, the California Workforce Development Board (CWDB) identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to PY 17-20 Local Plans required that WDBs pursue these partnerships within their jurisdictions. Descriptions of four state strategic partnerships have remained part of all subsequent iterations of SELACO WDB's Local Plan. Guidance published by EDD and CWDB in 2024 added two new mandatory State strategic partnerships. SELACO WDB's current and planned coordination with these partners is also described within this section.

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

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

The Los Angeles County CalFresh E&T program provides employment and training activities to CalFresh participants who are not exempt from work registration. The goal of the program is to assist these individuals in securing employment and avoiding long-term dependency on assistance.

Current CalFresh Employment and Training (E&T) Collaboration

Following initial discussions regarding collaboration, active coordination stalled during the onset of the COVID-19 pandemic. As program operations fully re-opened, informal coordination between the CalFresh E&T and WIOA Title I programs took place. However, in 2024, discussions resumed between the two parties. To improve coordination between the SELACO WDB-led workforce development system and the CalFresh E&T program administered by DPSS, the partners have agreed to modify their existing MOU to add provisions specific to the CalFresh E&T program: These include:

Collaborative Programming: Joint orientation sessions will be conducted that integrate WIOA job readiness training/services with CalFresh E&T orientation/information.

Co-location of Services: DPSS offers CalFresh benefits, employment services, and other support onsite at the AJCC. DPSS staff is present twice a month and host CalFresh E&T orientations at the SELACO WDB AJCC.

Referrals: A cross-referral process between SELACO WDB and CalFresh E&T staff will be developed and implemented.

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

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

While discussions were held in 2019 and an MOU was planned, as with the CalFresh E&T program, efforts were stalled due to the pandemic. In late 2024, SELACO WDB reinitiated contact with leadership from CSSD to reboot coordination between the local child support and workforce development systems. These efforts were successful and have resulted in the following accomplishments and planning activities:

Coordination and Training

Following an in-person meeting, it was determined that liaisons at various CSSD offices should be identified to lead collaboration with SELACO WDB and that training in CalJOBS should be provided by SELACO WDB representatives to the liaisons and other CSSD personnel. CSSD officials also agreed to create a mailbox for centralized communication between the two organizations.

Additionally, two on-site training sessions were conducted at the workforce board to ensure all program staff were well-informed on the current programs, policies and services offered by CSSD. These sessions aimed to strengthen staff knowledge and enhance service delivery through improved collaboration and alignment between both organizations.

Memorandum of Understanding (MOU)

It has also been agreed to by both parties that CSSD will replicate the MOU it has executed with the Los Angeles County Department of Economic Opportunity (DEO), which administers WIOA Title I programs for the Los Angeles County LWDA. Adjustments to the content of the MOU will reflect specific processes used by SELACO WDB in the operation of its WIOA programs.

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

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

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

Supporting the Development of the Local Partnership Agreement

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

acknowledging the instrumental role that the SELACO WDB and the AJCC will play in achieving the CIE goals of the partners.

Role of the SELACO WDB under the LPA

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

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

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

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

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

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

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

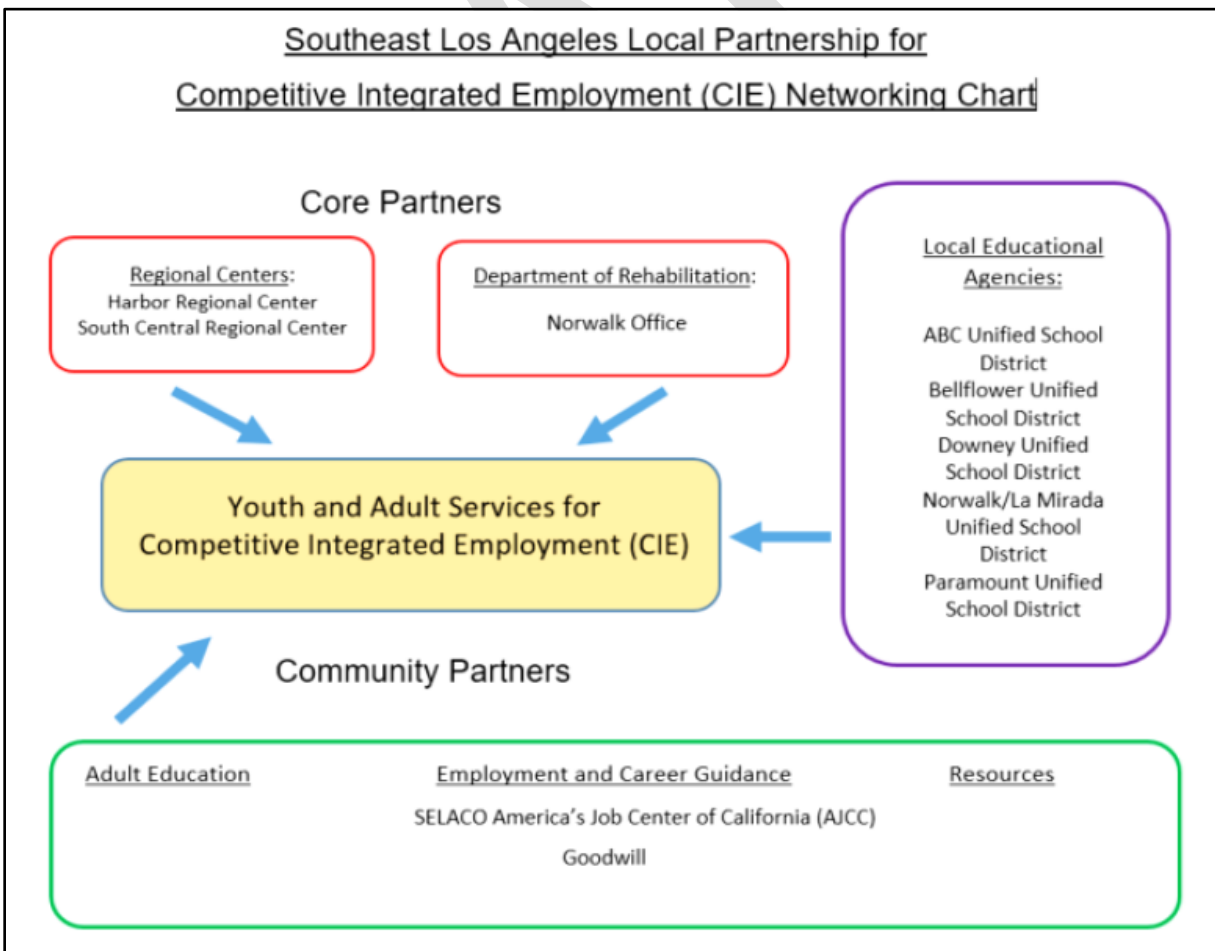
Employer Engagement: SELACO is designed to assist businesses in finding skilled workers and to enhance access to other important workforce services. Business services contribute to economic growth and business expansion by ensuring the workforce system is job-driven, which supports developing skilled workers and matching them to employers. Below are several of the services offered through our employer engagement: business to business service links; establishment of worksites; customized and on-the-job training that assists employers offset the

training costs of new employees; job matching; working with high-demand/high-growth industries; employee skill assessments; and labor market information.

As part of this LPA, SELACO is committed to:

- *Identify businesses within the Southeast Los Angeles County region that employ individuals in jobs that would be suitable for CIE, ensuring that opportunities are identified that complement the various capabilities of individuals in the ID/DD target group.*
- *Develop a CIE-specific business outreach plan for the SELACO WDB service area.*
- *Engage SELACO’s extensive network of partners to support the initiative by identifying companies and worksites that could be developed for CIE opportunities.*
- *Make direct contact with business representatives on behalf of LPA customers.*
- *Orient employers to CIE, developing work-based learning agreements and ensuring the necessary services and supports are in place to promote successful job placement.*

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



As occurred with many projects and, particularly, new ones, the pandemic interrupted momentum, and, as a result, the work of the Southeast Los Angeles County LPA was stalled. While there have been post-pandemic discussions with LPA representatives, as SELACO WDB enters the new four-year planning period, its leaderships will work to reconnect the LPA to the local workforce system with the goal of identifying strategic initiatives it can pursue with the partners in support of CIE.

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

Ensuring that the basic skills training and employment needs of immigrants, including individuals who are learning English, are met has been a priority for Southeast Los Angeles County workforce programs since SELACO WDB was founded more than forty years ago. Past SELACO WDB four-year Plans have described the many ways in which SELACO WDB collaborates with stakeholders that serve the local area's diverse immigrant population. This new Plan builds on that narrative by highlighting services that SELACO WDB and workforce system partners provide directly to English language learners (ELLs), foreign born individuals, and refugees.

Overview of Target Group

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

Local Partnerships

SELACO WDB staff have developed relationships with several non-profit and community-based organizations that target services to immigrants. These include but are not limited to: South Asian Network; the Mexican American Opportunity Foundation (MAOF); and Learn4Life, which provides specialized consulting and support for businesses. Local

education agencies that provide education and training services include members of the Partnership for Adult Academic and Career Education (PAACE) Consortium and the Paramount Adult School.

Service Delivery Strategies for ELLs, Foreign Born Individuals and Refugees

Over the course of the last two four-year planning cycles, SELACO WDB has worked internally and with system partners to develop and promote an array of services to support the career goals of immigrant/ELL customers. These include the following:

English Language Skills Training

- English as a Second Language (ESL) classes provided by Cerritos College and offered at Local Adult Schools.
- Vocational ESL (VESL): SELACO WDB is working with Cerritos College to implement a VESL program that would be offered in connection with a Child Care/Development career pathway program.

Job Readiness

- Resume Building and Interview Preparation: SELACO WDB's bilingual Career Development Specialists (CDSs) assist ELL customers in creating resumes, completing job applications, and preparing for interviews in English.
- Job Search Assistance: AJCC staff assist customers in gaining access to job search platforms, such as CalJOBS, that translate information from English to other languages and provide career counseling tailored to the needs of ELL and immigrant participants.

Work-Based Learning Opportunities:

- On-the-Job Training (OJT): SELACO WDB's Business Services Representatives actively seeking opportunities for participants to earn as they learn by working with employers who provide hands-on training while accommodating trainees who are in the process of building their English fluency.
- Work Experience Programs (WEX): Members of the business services team also actively seek paid work experience assignments in targeted fields, where participants' learning is combined with language support.

Supportive Services

- Translation and Interpretation Services: SELACO WDB contracts with LiNKS for translation services to assist customers in navigating services and understanding important documents through translation or interpretation support. In addition, staff utilize the iPad Translate and Google Translate applications to communicate with customers who are in need of translating services.

- Childcare and Transportation: Support services are provided to participants who need childcare or transportation assistance to attend ESL classes or other WIOA services and training.

Integrated Education and Training (IET)

- Combined Training and Language Instruction: Participants are referred to Cerritos College programs that integrate ESL instruction with career technical education and training.

E. Coordination with Local Veteran Affairs, Community-Based Organizations, and Other Local Partners That Serve Veterans

As stated in Section II of this Plan, *WIOA Core and Required Partner Coordination*, SELACO WDB actively coordinates with the Jobs for Veterans State Grant program operated by EDD. In addition to maintaining a strong working relationship with EDD, coordination with other veterans-serving organizations is critical to SELACO WDB's efforts to effectively serve this priority population. These organizations and programs include, but are not limited to:

The Veterans Resource Center at the Cerritos College Library: The Cerritos College Veterans Center provides dedicated space for student veterans to access information on critical resources, including housing, education, and assistance with essential services such as food and transportation. SELACO WDB collaborates with the center by providing job search tools, thereby enhancing services available to help veterans achieve their career goals. SELACO WDB plans to offer orientations at the center that are intended to connect its customers to SELACO WDB's AJCC services and those of the EDD Disabled Veterans Opportunities Program (DVOP), Veterans Peer Access Network (VPAN), DOR Veterans Services, and the Salvation Army's Veterans Employment Services

CalVETS is a program of the California Department of Veterans Affairs that helps veterans and their families access services such as housing support, education resources, and home loan assistance.

The Dream Center in Los Angeles is a faith-based organization that provides housing and food resources for homeless veterans and their families.

National Veterans Transition Services operates Project REBOOT, which is designed to assist former members of the military in making social and career transitions following years of service by addressing various challenges and "re-booting" their skills.

People Assisting the Homeless (PATH) administers programs that support veterans and their families and embraces a definition of homelessness that includes individuals leaving active duty and re-entering into the community. Once each month, PATH representatives provide information at the SELACO WDB AJCC and meet with veterans in need of their services.

NPower is an online training provider that specializes in programs that develop and enhance computer technology skills. Students can earn certifications upon completing various programs, such as courses in cybersecurity, which are often of keen interest to veterans.

Salvation Army Veterans Employment Services (VES): provides customized employment and related support services for unemployed, underemployed, and homeless veterans. A VES representative is onsite at the AJCC once a week.

While the foregoing organizations offer specific programs and services targeted to veterans, it is noteworthy that veterans are also a priority target group for the majority of other partners and stakeholders within the local workforce development system.

F. Collaboration with the Strategic Planning Partners to Address Environmental Sustainability

The PY 25-28 Local Plan marks the first formal statement of intent by the SELACO WDB to work in collaboration with system partners to address environmental sustainability through workforce development system programs and services. While some current and past training projects have dealt with such issues, as the new four-year Plan is implemented, SELACO WDB will work strategically to devise plans and implement protocols and procedures to ensure that local workforce programs promote state and local goals for climate resilience and environmental sustainability.

Current Connections to Programs Promoting Environmental Sustainability

SELACO WDB has led and been connected to the following sustainability-related training and initiatives.

California Employment Training Panel (ETP) Programs: Utilizing ETP funds, SELACO WDB works with companies located at the ports of Los Angeles and Long Beach to provide training for staff on: zero-emission technologies (such as electric yard tractors/cranes/drayage trucks/forklifts); alternative maritime power (ships plug into shoreside power instead of running diesel while docked); and replacements to cleaner running engines. Under SELACO WDB-led training program funded by ETP, upskill training has also been provided for employees of World Energy, a green fuel company. World Energy is committed to producing net-zero carbon efficiencies through renewable fuels manufactured from waste byproducts. Training focuses on the composition and processing of renewable fuels, environmentally safe chemistry, tank processes for storing green fuel, green energy conversion, and safety standards for all fuel manufacturing.

Regional Equity and Recovery Partnership Grant Program: This regional project targets individuals with barriers to employment and provides training for careers in logistics and transportation. In part, training focuses on clean energy and the environment. Such content includes: federal and state agency regulations, including the Environmental

Protection Agency (EPA), focused on protecting air, land, and water; sustainable packaging; and waste, recycling, and reuse.

LA Jobs First Collaboration: SELACO WDB is one of myriad organizations considered a partner in this state-funded economic and workforce development initiative. The project has identified five priority sectors, including clean/renewable energy. As projects are rolled out, SELACO WDB anticipates that there will be opportunities to connect with these efforts.

While the management and operation of these projects do not comprise a strategy, they provide experience that can be built upon to structure a comprehensive approach to addressing environmental issues within SELACO WDB's programs.

Potential Strategies to Engage Partners in Planning to Support Climate Resilience

SELACO WDB leadership understands that efforts to build environmental sustainability strategies into the local workforce development system will require insight and action from the full array system partners. Existing structures for such planning exist. The System Management Team (SMT) includes representation from the WIOA core partners programs, with individuals from EDD, DOR, adult education regularly working closely on key issues. The team's meetings are an ideal venue to begin discussions, and the state and local agencies that are represented have their own mandates to support state climate goals and sustainability objectives. SELACO WDB's community coalition, CCN, provides another promising platform for securing input on sustainability strategies and for formulating approaches on how to incorporate such strategies into the design and delivery of workforce services. SELACO WDB will also look to its local government partners to identify and support sustainability efforts of the cities that comprise the local workforce area.

Opportunities for Regional Initiatives

As indicated in the *Introduction and Overview*, SELACO WDB's Local Plan is part of the PY 25-28 Regional Plan developed by the Los Angeles Basin RPU. Like SELACO WDB, the other local boards in the region find themselves at an early stage of planning approaches to climate-focused workforce development. However, several factors, not the least of which are the 2025 wildfires, are heightening awareness of severe effects of climate issues on the lives and livelihoods of everyone in the region. The Regional Plan commits to supporting the Los Angeles County Sustainability Plan, which provides a comprehensive road map for sustainability, and among its twelve overarching goals is one that envisions "a prosperous L.A. County that provides opportunities for all residents and businesses and supports the transition to a green economy." Within the context of shared experiences around environmental issues and impacts and a joint commitment to supporting the Sustainability Plan, opportunities exist for SELACO WDB to collaborate with adjacent workforce areas on developing programs and approaches to supporting environmental sustainability.

IV. WIOA TITLE I COORDINATION

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

A. Staff Training and Professional Development to Increase Digital Technology Skills

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

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

Training Protocols

Training in the use of technology is on-going. New employees receive an orientation on all the technology relevant to their job functions during the onboarding process. If the employee has any gaps in knowledge of or ability to use required products or applications, appropriate training is identified and scheduled.

Currently, training platforms and subjects that are commonly utilized or addressed include:

- Cowbell Sponsored Wizer Training: Free cyber security awareness training for employees. Bite-size videos, quizzes, learning management solutions, and phishing testing tools, and more.
- Microsoft 365 & Teams Training: Via Microsoft online support and training section.
- Brainstorm QuickHelp: Delivers instant access to thousands of resources and personalized learning experiences on remote work, effective collaboration, improved software skills, online security, and more.
- Toastmasters: How to effectively conduct speech training and scoring remotely.
- Pryor Learning Solutions: A wide range of seminars, webinars, and on-demand training courses designed to enhance skills in areas such as leadership, communication, management, customer service, and more.

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

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

SELACO WDB has hosted training regarding trauma that is experienced by target groups that its programs serve, as well as training that will improve staff's cultural competency gains.

Training to Increase Cultural Competency

The communities served by SELACO WDB are culturally diverse as is agency staff. However, experiencing diversity and achieving cultural competency are not synonymous. Developing competence requires specific knowledge, which may address:

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

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

As the workforce development system was designed to support individuals with barriers to employment, including language barriers and cultural barriers, SELACO WDB has placed cultural competency on its target of key/relevant training for staff. Culturally aware individuals are more likely to recognize and address biases (conscious and unconscious) and microaggressions, and barriers to diversity and inclusion that can lead to discrimination.

To supplement training on cultural competency offered over the last several years, SELACO WDB has recently made available additional training for staff:

Diversity in the Workplace - Topics covered in this course included:

- Develop vocabulary for diversity and inclusion
- Understand respectful behavior in diversity
- Recognize costs of disrespectful workplaces
- Confront stereotypes and discriminatory behavior using conversational strategies

Diversity, Equity, and Inclusion Certificate Program - Core content in this program included:

- Introduction to diversity and inclusion
- Bridging communication differences
- Emotional intelligence in diversity
- Leading multicultural teams
- Conducting difficult conversations
- Creating and implementing an Inclusive Leader Action

Training to Increase Staff Understanding of the Impacts of Trauma

Trauma-related training provided to staff has been linked to re-entry and justice-involved grants, such as SELACO WDB's state-funded Prison to Employment (P2E) and Helping Individuals Renter Employment (HIRE) programs.

Other past training in this area has dealt with the trauma that Dislocated Workers experience when losing employment.

To increase staff's capacity to address trauma, SELACO WDB works closely with mental health organizations, including the Los Angeles County Department of Mental Health, Tarzana Treatment Center, and the Los Angeles Centers for Alcohol and Drug Abuse.

Identifying and Securing Additional Staff Training

In preparation for the four-year cycle covered by this Plan, SELACO WDB has begun to assess areas where staff will require future training and professional development. In addition to ongoing training addressing cultural competency and the impacts of trauma, topics that the organization may address through training include:

- Vulnerable populations
- Collaboration and partnerships
- Economics
- Sector strategies
- Economic development
- Artificial intelligence/technology
- Business writing
- Career planning strategies

C. Coordination of Rapid Response and Layoff Aversion Activities

SELACO WDB's Rapid Response services assist workers affected by business closures or downsizing. Worker Adjustment and Retraining Notification (WARN) notices, along with other announcements of significant numbers of workers being laid off, trigger SELACO WDB's Rapid Response activities. Planning meetings with company officials and organized labor representatives, as applicable, are scheduled to coordinate orientations and services needed for affected employees. On-site orientations are conducted by a team consisting of representatives from SELACO WDB, EDD, consumer credit counseling agencies, and other resource organizations, as needed. Workers receive job leads, information on recruitment events, labor market information, and descriptions of available training programs. Surveys are distributed to gather names, phone numbers, addresses, and interests of affected workers. Information is forwarded to other appropriate WDBs to facilitate their outreach to individuals who have been laid off.

Layoff Aversion

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

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

Rapid Response Roundtable

Helping shape the content and approach to rapid response service delivery are the Standards of Practice developed by the Southern California Rapid Response Regional Roundtable, which includes practitioners representing the following WDBs and providers: Anaheim, Foothill, Imperial County, Los Angeles City, Los Angeles County, Northern California Indian Development Council, Orange County, Pacific Gateway, Riverside County, San Bernardino County, San Diego County, Santa Ana, SELACO WDB, South Bay, Ventura County, and Verdugo. U.S. DOL and EDD representatives have also contributed to the structure and processes represented by the Standards of Practice. The Roundtable has adopted the U.S. DOL's rapid response recommendations with regard to the provision of consistent, timely, and high-quality solutions and services for business and workers in addressing economic transition. The Standards of Practice serve to clarify and allow for the implementation of agreed upon guidelines to strengthen communication, promote a consistent level of performance, increase collaboration among Southern California Roundtable members, and standardize, streamline, and coordinate rapid response activities in each local service area.

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

SELACO WDB offers a wide range of services for job seekers enrolled in the WIOA Title I Adult and Dislocated Worker programs. Services meet the needs of individuals with various levels of education and work experience and job seekers from vulnerable

populations who may have one or more barriers to employment. Services are designed to prepare participants for entry-level and higher positions with businesses in and around Los Angeles County. Training and services focus on preparing job seekers for career pathway employment in priority sectors that are outlined in the Los Angeles Basin Regional Planning Unit's PY 2025-28 Regional Plan.

One-Stop Delivery System

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

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

WIOA Adult and Dislocated Worker Services

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

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

- Determinations of eligibility;
- Outreach, intake, and orientation;
- Initial assessment;
- Labor exchange services;
- Referrals;
- Workforce and labor market employment information;
- Performance information and program cost information;
- Information on performance accountability measures;
- Information on the availability of supportive services or assistance;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA; and
- Information and assistance regarding filing claims under UI programs.

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

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

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

- Occupational skills training, including training for nontraditional employment.
- On-the-job training
- Incumbent worker training
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training
- Transitional jobs
- Adult education and literacy activities
- Customized training conducted with a commitment by an employer.

Moving into the new four-year planning cycle, SELACO WDB is prepared to utilize incumbent workers training (IWT) more effectively and strategically to assist local businesses in remaining competitive, productive, and profitable. Leadership and staff recognize that, for companies in distress, IWT can also be an effective layoff aversion strategy. SELACO WDB developed an Incumbent Worker Training policy that provides guidelines for the use of this service. The policy clearly specifies that IWT is work-based training and upskilling that ensures workers can acquire and develop skills necessary to retain employment, avert layoff, or increase their skill levels so they can be promoted within a company. The policy allows for use of up to 20 percent of SELACO WDB's annual WIOA Title I Adult program and Dislocated Worker program allocations to provide for the federal share of the cost of providing IWT.

SELACO WDB staff continues to work with adult education providers and businesses on the development of new training strategies, including apprenticeships and skills upgrade training for incumbent workers.

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

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

The foregoing slate of WIOA Title I services is supplemented by a variety of specialized programs and services to support the employment needs and career objectives of adults and dislocated workers served by SELACO WDB. Examples of such programs and initiatives include:

Artificial Intelligence (AI) Research Initiative: SELACO WDB, in partnership with the California Workforce Association (CWA), has embarked on a sector strategy initiative focused on the emergence of artificial intelligence (AI) in the workplace. In connection with this initiative, a Sector Partnership Advisory Committee (SPAC) has been established, which is comprised of representatives from private sector companies, local government agencies, and educational institutions. SELACO WDB has led a focus group discussion with representatives of businesses that are at different stages of implementing innovative AI approaches. This session provided valuable insight into the early use of AI, highlighting both the opportunities and challenges of preparing a workforce to support this evolving technology in the workplace. A panel discussion was held with experts who are able help workforce leaders bridge gaps in their understanding and better support job seekers and local businesses to prepare for the expanded use of AI. Following SELACO WDB's convening of a Job Seeker Focus Group, next steps include a planning session to develop workforce and education strategies and publication of a "white paper" highlighting the project's research and discoveries.

Home2Employment: In 2020, SELACO WDB launched the Home2Employment grant in partnership with the Gateway Cities Council of Governments (COG), SHARE! Collaborative Housing, and Hub Cities AJCC. This initiative aims to assist individuals who are currently homeless or at risk of becoming homeless. SHARE provides the housing component, while SELACO WDB and Hub Cities focus on job placement. Many of the individuals referred to the program are unemployed and need job readiness skills. SELACO WDB adopts a holistic approach to help participants overcome their barriers to employment by connecting them with transitional employment opportunities, job training, skills upgrading, and supportive services. The grant is currently in its fourth phase.

Healthcare Incumbent Worker Training (IWT): Los Angeles General Hospitals have designed a program to transition current registered nurses into ambulatory care roles. This specialized training equips incumbent nurses with essential ambulatory care skills, enhances earning potential, and helps fill critical vacancies. SELACO WDB intends to support this initiative through WIOA IWT funding.

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

Priority of Service

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

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

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

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

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

E. Services and Activities Available under WIOA Title I Youth Program

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

WIOA Youth Programs and Providers

SELACO WDB is the direct provider of services to youth and young adults under the WIOA Out-of-School Youth (OSY) Program. SELACO WDB competitively procures services from local education agencies for the WIOA In-School Youth (ISY) Program. Overviews of these programs are provided below.

Youth Services

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

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

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

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

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

Out-of-School Youth (OSY) Program: Youth and young adults ages 16 to 24 who participate in the OSY program have access to all WIOA required youth elements. These are embedded in the design of SELACO WDB's unique Career Academy for Targeted Sector (CATS) program, which is designed to offer young adults opportunities to establish a career path to successful employment. Participants learn about the industry sectors

which show the greatest potential for a long-term career. A CATS “boot camp” provides participants with a rich combination of information, instruction, and services that includes labor market information with a focus on high-demand occupations; paid work experience; on-the-job training; job shadowing; industry-focused field trips; and entrepreneurial training.

Enhancement to WIOA Youth Programs

SELACO WDB makes ongoing efforts to enhance the content and quality of its services for youth and improve outcomes. A core strategy is through the development of strategic alliances. Examples of WIOA Youth Program enhancement initiatives and activities include:

Collaboration with California Advancing Pathways for Students (CalAPS): This unique program serves students from the Bellflower, Lynwood and Paramount Unified School Districts, and is dedicated to developing and providing quality career technical education for high school students to ensure they are college and career ready. A majority of courses are offered after school at three to four high school sites. Among the many career-focused course offerings is Emergency Medical Technician (EMT) Preparation. California law requires all ambulance attendants to be trained and certified at the EMT level. SELACO WDB provides a bridge for graduating students by supporting their preparation to earn their EMT certificate.

Coordination with Other Workforce Development Programs Serving Youth: Because SELACO WDB staff works within a large network of stakeholders, they are aware of many programs that provide education, training, job placement, and support services for youth and young adults. Staff recognizes that services available under the WIOA Youth program are not ideal for everyone. Therefore, they may refer applicants to other programs that may better fit their needs and preference. Such programs include mandated partner programs, such as Job Corps and YouthBuild, and various community-based and school-supported projects.

Subcontracted Services to Enhance Youth Service: SELACO WDB has entered into a contract with Hawkeye, a private service provider to expand outreach, recruitment, and service delivery to WIOA-eligible Youth. While SELACO WDB staff managing the OSY program and the schools providing in-school services have done an excellent job, partnering with a private entity brings additional agility and innovation in promoting WIOA Youth services.

Through this partnership, Hawkeye will help expand collaborations across the SELACO WDB service area, reaching populations that have traditionally been underserved. A key focus will be on establishing strong worksite relationships with local businesses, creating more opportunities for youth to gain valuable work experience and career exposure. In addition to their outreach expertise, Hawkeye brings industry knowledge and strategic approaches that will enhance SELACO WDB’s efforts to connect youth with meaningful education and employment pathways.

Collaboration with the Youth Employment Opportunity Program

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

Services to Increase the Digital Skills of Youth

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

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

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

Serving Youth with Disabilities

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

In addition to these efforts, SELACO WDB contracts with school districts to leverage resources for students with disabilities, ensuring they have access to tailored support and opportunities. ABC Unified School District, as a recipient of funds specifically designated

to serve students with disabilities, has been a key partner in these efforts. Through this collaboration, students benefit from career exploration, job readiness training, work-based learning experiences, and support services that help them transition successfully into the workforce. These partnerships allow SELACO WDB to extend its reach and enhance service delivery, ensuring that youth with disabilities receive the necessary guidance and resources to achieve long-term success.

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

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

The Agreement between the Elected Official Policy Board of the Southeast Los Angeles County Local Workforce Development Area and the Workforce Development Corporation of Southeast Los Angeles County, Inc. (the legal name of the SELACO WDB) includes among the roles of the SELACO WDB that of “fiscal agent” as defined by WIOA. Furthermore, the Agreement documents a process whereby funds are allotted upon approval of the Local Board, supported by a Board Resolution, providing the Executive Director signatory authority.

SELACO WDB procures the AJCC One-Stop Operator (OSO), WIOA In-School Youth Program providers, and all other projects identified by the Board using, an open and competitive request for proposals process. Competitive procurement takes place every three years, except in cases where a funding source or regulation prescribes a different pattern, as is the case with the AJCC OSO for which procurement is required every four years.

G. How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers

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

AJCC Operator

SELACO WDB properly procured ProPath, Inc. as the OSO for the AJCC and the one-stop system partners.

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

- In conjunction with appropriate SELACO WDB staff, coordinate partners' activities as described in negotiated cooperative agreements/memoranda of understanding (MOUs) and resource sharing agreements with all WIOA-mandated partners.
- Act as liaison between the SELACO WDB and AJCC partners to resolve disputes, address grievances, and identify any changes that may be needed to partner agreements.
- Convene and facilitate quarterly partner meetings to promote effective communication in the delivery of services such as partner collaboration, process improvement, and partners' implementation of recommended changes that have been identified by the System Management Team (SMT), which includes representation by the WIOA-mandated partners.
- Support general coordination of Integrated Service Delivery (ISD) teams.
- Identify needs for coordinated AJCC partner activities, such as equipment, resources and aesthetics.
- Support partners in their work to implement SELACO WDB's AJCC strategic initiatives through the delivery of integrated services.
- Work with the SMT to designate, implement, and maintain appropriate customer flow for AJCC shared services.
- Assess, develop, and generate a SELACO WDB AJCC system quarterly report that accurately reflects/measures partner activity, AJCC traffic, co-enrollments, success stories, referrals and outcomes.

Career Services Provider

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

partnerships, staff's extensive training and qualifications, a long history of performance achievement, and a track record of innovation in the design and implementation of workforce services.

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V. SYSTEM PRIORITIES FOR PROGRAM YEARS 2025-2028

In addition to the WIOA Title I programs administered and operated by SELACO WDB, the PY 2025-28 Local Plan deals with a broad range of organizations, programs, and services that comprise the local workforce development system. Therefore, during the development of the Plan, SELACO WDB leadership sought input from a wide array of system partners and stakeholders. As described in Attachment I, three sessions were held to gather input on key issues affecting the delivery of services to job seekers and businesses.

Recurring themes and recommendations arising from these discussions are presented as “priorities” within the Local Plan and may be addressed or responded to by SELACO WDB’s two governing boards, the WIOA core program partners that comprise the System Management Team (SMT), the coalition of stakeholders represented on the Collaborative Community Network (CCN) that is overseen SELACO WDB leadership, or any combination of these or outside groups.

The following priorities reflect various input provided by members of SELACO WDB, elected officials on SELACO WDB’s Policy Board, business representatives, system partners and stakeholders, and individuals representing community-based organizations. No priority or statement is ascribed to any individual commenter.

A. Business-Focused Priorities

1. Develop a More Business-Responsive System

While many workforce development system services are available to support businesses in recruitment, hiring, retention, and training of workers, the system could build upon and expand approaches to meeting the needs of local businesses. This may include the development of new or updated direct services to business. It may also involve a re-tooling of career services to ensure that such services are informed by and reflect the talent needs of businesses where job seekers are or will be employed.

2. Adopt Workforce Strategies for Small Businesses

The majority of commercial enterprises and other employers in Southeast Los Angeles County are small businesses. System stakeholders, including those representing business-serving organizations, recognize that the workforce development capacity and needs of small businesses are substantially different from those of larger companies. A strategy that focuses on support for the hiring and training needs of local small businesses could provide unique opportunities for both businesses and workers, particularly individuals who are new to the labor market or face one or more barriers to employment.

3. Promote the Role of Businesses as Trainers

While the network of public and private organizations providing career education and skills training in the local area makes available an impressive array of programs, it is not feasible for these programs to cover every skill area needed by new and growing businesses. In many cases, the entities best suited to provide training in skills required by local businesses are the businesses themselves. However, many companies are hesitant to assume the role of trainer or to engage with public programs that provide them this opportunity. Strategic messaging and a promotional campaign should be developed to encourage businesses to act as trainers for new and existing employees and to collaborate with education and workforce agencies in the development of work-based learning programs.

4. Consult with and Advise Business

Given the changing landscape of work and labor force, workforce system agencies should look for opportunities to expand beyond the traditional dynamic between the system and businesses, which is typically transactional and one in which the system reacts to requests from business. Given various challenges businesses now face in recruitment, interviewing, hiring, onboarding, training, retaining, and developing workers, the workforce system partners should adopt a consultative approach to advising businesses, developing strategies that might work best for them, and customizing hiring and training solutions.

B. Job Seeker/Worker-Focused Priorities

1. Build a Pool of Qualified Candidates for Local Jobs

As local businesses continue to experience difficulty in recruiting workers, the workforce system should develop strategies to increase the pool of candidates, especially individuals that possess the skills most needed by businesses.

2. Expand Opportunities for Youth Employment

First jobs matter and are essential to youth's development of foundational skills and work habits that will shape their success throughout their careers. Many challenges exist to making youth employment opportunities widely available. Chief among these challenges are: an insufficient number of suitable part-time and entry-level jobs, as many are now occupied by adults; insufficient funding to subsidize all or part of needed work experience programs; and the increased elimination of such jobs as they are replaced by automation. SELACO WDB and the workforce system partners should develop a long-term strategy to promote access to first jobs for local youth.

3. Implement More Effective Career Exploration Strategies

The variety of jobs for which businesses are recruiting in Southern California continues to grow. Job seekers are unfamiliar with many of the careers that are available across a wide range of industries that dominate the regional economy. WIOA and partner programs should develop various strategies for increasing and simplifying access to career information and providing opportunities to experience work at locations where jobs are done.

4. Utilize Holistic Strategies to Minimize Barriers to Employment

While individuals served by SELACO WDB's AJCC and workforce system partner programs have traditionally included those who face one or more barriers to employment, stakeholders note that such job seekers continue to make up a greater percentage of the labor market. To promote the greatest likelihood of success for these individuals, workforce system partners must continue to build the coalition of local organizations that can assist in providing wraparound support for participants. Housing, counseling, health services, legal assistance, transportation, childcare, clothing, and other services that help stabilize individuals are needed to ensure that participants are able to complete career services and training and successfully transition into stable employment.

C. System and Partnership Focused Priorities

1. Design and Implement Programs Addressing Skills that Have the Greatest Current and Projected Demand

The partners should work together to develop and implement strategies to ensure that training programs are available to meet both current and future demands for skills that employers need most. At a minimum, this will require ongoing review of labor market information and will likely also require discussions with industry leaders.

2. Strengthen Bridges Between Secondary Education and Careers

SELACO WDB collaborates with secondary education programs that provide training for in-demand occupations to connect students to post-secondary training that leads to skills certification and employment. Opportunities exist to expand on this model for creating career paths to well-paid employment for non-college bound youth. Workforce and education partners should explore opportunities to develop bridge programs across an array of occupations.

3. Maintain On-Going Communication between Business and Workforce and Education Agencies

The workforce development system works best when it is demand-driven and business responsive. WIOA envisions that a major role for the SELACO WDB is that of a convener, bringing together industry leaders and education agencies to

ensure that the training needs of business are regularly communicated to educators and that courses and programs are developed or updated to reflect these needs. The SELACO WDB and system partners should assess the effectiveness of existing mechanisms to gather information about skills in key industries and determine whether sector partnerships should be developed or expanded to improve capacity.

4. Develop More Short-Term, Stackable Skills Development Programs

System stakeholders observe that short-term training programs, which may be focused on a particular set of skills, are more appealing to many job seekers than longer, more comprehensive programs. This appears to be especially true for younger workers and new entrants to the workforce. As employers continue to experience challenges in recruiting job ready candidates, implementing shorter courses may be an effective strategy for creating a pool of workers with skills for entry-level positions. Using this strategy, a series of short-term, stackable courses could be developed that would enable job seekers and workers to build skills and earn certifications over time and provide a mechanism to develop skills at all levels for business.

5. Simplify and Streamline Processes Wherever Possible

In the current economy, the workforce system's key customers, businesses and job seekers, have many options available to them to recruit workers and find jobs. As the workforce system strives to be the provider of choice for both customer groups, it is critical that every effort be made to make processes as simply as possible and to streamline every aspect of service delivery. While federal and state requirements impose complexities on public workforce programs, system partners and stakeholders should work together to devise strategies for improving processes.

6. Address Employment Retention Issues through Demand- and Supply-Side Strategies

Employee retention has become a core issue for businesses, as various factors are leading workers to move frequently between jobs. Companies experiencing such churn in their workforce are left with vacancies that threaten their capacity to operate and exhaust resources used to train new workers, only to have them quickly move on to other jobs. Stakeholders principally attribute the trend among workers to move frequently between jobs to their desire for higher wages, but recognize that other reasons likely exist. For some individuals who change jobs frequently, consequences over time may include the inability to establish themselves in a field or difficulty finding a job due to their work history. The workforce system can address retention issues by implementing services and providing information for both businesses and workers on the benefits of job retention.

7. Develop a Local Definition of Job Quality

WIOA and other publicly funded workforce programs increasingly emphasize the importance of directing resources to “quality jobs,” as such jobs provide better short-term and long-term opportunities for participants. U.S. DOL and the U.S. Department of Commerce have jointly published a set of Good Jobs principles and CWDB has adopted a definition of job quality. To ensure that its programs target jobs that meet local standards of quality and recognize that “quality” may vary by individual, the SELACO WDB should consider developing and approving its own definition of job quality.

8. Continue to Track and Respond to the Impact of Artificial Intelligence (AI) on Jobs and the Labor Market

Among California’s workforce agencies, SELACO WDB has taken an early lead in gathering input and reviewing information on the impact of AI on jobs and workforce preparation. To support the development of training, services for business customers, and implementation of new workforce development strategies, SELACO WDB should continue to track the effects of AI on the workplace and jobs and broadly share this information with partners and stakeholders.

9. Track Changes in Workforce and Labor Market Culture

System stakeholders recognize shifts in the attitudes, behaviors, and preferences of workers as well as changes in the priorities and practices of businesses. Such changes are attributable to generational influences, the lasting impacts of workplace disruptions arising from the pandemic, and to wide-ranging effects of increased use of technology in all industries, among other causes. Changes in culture among workers and workplaces directly affect the nature and content of workforce development programs and services. SELACO WDB should implement processes to assess and track such shifts and to work with its partners to develop service strategies that reflect these changes.

10. Build Workforce System Knowledge about the Regional Economy

The economy in which the system partners work is complex, dynamic, and constantly evolving. Technology alone continues to drive change in many of the region’s prominent sectors. It has the power to not only change skill requirements, but to create whole new classifications of jobs and eliminate others. Individuals who provide direct clients services, including career services and training, can be better equipped to provide guidance on career planning and preparation by increasing their understanding of the economy, labor market conditions, and the region’s growth sectors and other key target industries.

VI. APPENDICES

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

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

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Stakeholder and Community Engagement Summary

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the Program Year 2025-28 Local Plan, SELACO WDB hosted a series of three community and stakeholder forums (one in-person and two via videoconference) focused on topics affecting strategies and services across the local workforce development system. These forums included:

1. Priorities for Developing the Local Workforce:

Questions/topics addressed include, but were not limited to:

- What services are most needed by individuals who are new to the workforce and those who are unemployed and looking to return to work?
- What are the training programs of most interest to local job seekers and how do these align with jobs available in the local labor market?
- Are there opportunities for local workforce, education, and community service agencies to work together to more effectively serve job seekers?
- In what ways do services need to be “modernized” to meet the evolving needs of workers and businesses?
- Other ideas about development of the local workforce.

This forum was held in person at the SELACO WDB headquarters on October 15, 2024.

2. Supporting Local Businesses’ Workforce Development Goals:

Questions/topics addressed include, but were not limited to:

- What support for hiring and training do businesses need most?
- How can the Workforce Assistance Center better prepare candidates for interviews and early success in the workplace?
- How can the Center and businesses work together to increase retention of new employees?
- Are there jobs for which more or new skills training is needed?
- What assistance do businesses need to increase or update the skills of their current workforce?
- Other ideas about workforce development support for businesses.

This forum was held via Zoom on November 12, 2024.

3. Strengthening Local Workforce System Partnerships:

Questions/topics addressed include, but were not limited to:

- In what ways are the workforce system partners working together to prepare job seekers to succeed in the workplace?
- In addition to the required partners, are there organizations, groups, or disciplines that we should be collaborating with?
- How can co-enrollment of job seekers in two or more programs help to improve outcomes?
- Are there ways that the partners can work together more effectively? Streamlining processes? Improving communication?
- Are there obstacles to coordination that we can work toward minimizing or resolving?
- Other idea about strengthening workforce system partnerships.

This forum was held via Zoom on November 12, 2024.

Local Plan Stakeholder and Community Engagement Outreach

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<ul style="list-style-type: none"> • Email distribution list • Posting with city clerks • Posting on website • Constant Contact • SELACO WDB Newsletter 	<ul style="list-style-type: none"> • SELACO WDB Board • SELACO WDB Policy Board (Local Elected Officials) • SELACO SMT Partners • Employers • City managers • Chambers of Commerce • Community based organizations 	<ol style="list-style-type: none"> 1. Community Stakeholder Forum 10/15/2024: 22 2. Business Stakeholder Forum 11/12/2024: 31 3. System Partner Stakeholder Forum: 11/12/2024: 19 	<p>SELAO WDB held 3 stakeholder forums inviting members of the public to provide input on key topics of SELACO WDB's local plan.</p> <p>SELACO WDB published a public announcement making copies of the local plan available to members of the public and to announce a public comment meeting to allow comments on the local plan.</p>

**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE PY 2025-28
LOCAL PLAN**

(Placeholder – To be finalized at conclusion of public comment period).

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SIGNATURE PAGE

The following signatures represent approval of the Program Year 2025-28 Local Plan by the Southeast Los Angeles County Workforce Development Board and the Chief Elected Official for the Southeast Los Angeles County Local Workforce Area.

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

Richard LeGaspi, Chairman	Date

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

Jeff Wood, Chairman	Date