

2023 Biennial Modification to the Program Year 2021-2024 Local Plan



Los Angeles County Workforce Development Board



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EXECUTIVE SUMMARY

Every four years, each Workforce Development Board across the state is required to complete and submit a Local Area Plan. The Plan encapsulates the goals and priorities of the Board along with workforce service delivery strategies that describe how the local area will deliver on the Board's goals and priorities. Once the plan is submitted, each Workforce Development Board is also required to engage in a mid-period review and modification process to capture changes, engage with community and incorporate feedback, and ensure the Plan is still in alignment with the goals and priorities of the Board. The Los Angeles County Workforce Development Board (WDB) has completed the 2023 biennial modification (Modification) to the Los Angeles County Workforce Board 2021-24 Local Area Plan.

The Modification outlines existing and newly developed strategies that focus on strengthening partnerships and increasing opportunities for collaboration to improve workforce and economic development outcomes, policy, advocacy, and overall impact for the region. The Modification also highlights recent changes to the Local Workforce Development Area (LWDA) including the addition of the City of Monrovia on July 1, 2022, the sunset of the Workforce Development, Aging and Community Services (WDACS) on June 30, 2022, and the newly established Department of Economic Opportunity (DEO) as of July 1, 2022. DEO is the fiscal and programmatic administrator of the Los Angeles County public workforce system and the WDB.

As a new County Department, DEO's mission and vision align with the goals, priorities, and strategies of the WDB. DEO's mission is to create quality jobs, help small businesses and high-road employers start and grow, and build vibrant local communities and spaces. DEO's vision is to create an equitable economy with thriving local communities, inclusive and sustainable growth, and opportunity and mobility for all. This new department and vision required the reorganization and alignment of key workforce, economic, and community development teams from the Department of Consumer and Business Affairs and Office of Small Business and Small Business Commission, the Los Angeles County Development Authority Economic Development team, the Chief Executive Office (CEO)'s Economic Development Division, including the L.A. Film Office, and the WDACS Workforce Development team. Now, with workforce development and economic development under one roof, the impact will be a better coordinated, and more responsive action to the ongoing changes in the region's economic needs and resulting labor market conditions. In addition to a more cohesive approach towards developing strategies to address the unique economic and workforce development needs of our region, the new department will lead all work through equity, ensuring we invest and develop services that reduce disproportionality in our local region. The Modification underscores this key role DEO will play in leading workforce and economic development strategies on behalf of both the County Board of Supervisors (BOS) and the WDB, ensuring our AJCCs and local

and regional partners provide equitable access through our workforce development system with improved outcomes for both job seekers and businesses.

To further inform the Modification beyond announcing key changes to the LWDA and County infrastructure, the WDB conducted robust outreach and engagement with a broad spectrum of multi-disciplinary stakeholders through a series of seven (7) stakeholder forums conducted throughout the County from November 15 to December 15, 2022, and a separate convening of the WDB on January 24, 2023, that are outlined in detail as part of the Attachment 1 of the appendices section.

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I. INTRODUCTION AND OVERVIEW

In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board (CWDB) and the State of California Employment Development Department (EDD), the WDB has developed a four-year Local Plan covering program years (PYs) 2021-2024. Following approval by state officials representing the Governor, the plan became effective from July 1, 2021, through June 30, 2025. This update to the PY21-24 Local Plan constitutes its WIOA-required biennial modification. Following the approval of this modification by State representatives, it will become the official, active version of the Plan beginning on July 1, 2023, and remaining in effect through June 30, 2025.

A. The Los Angeles County Workforce Development Board and the Local Area

The WDB is one of seven (7) local boards within the boundaries of Los Angeles County and that comprise the Los Angeles Basin Regional Planning Unit (LABRPU). The WDB is a business majority body of executives and other organizational leaders appointed by the Los Angeles County Board of Supervisors (BOS). The WDB is statutorily charged with policy oversight of the County workforce development system funded by WIOA. The WDB has received annual “high performing board” certification consecutively since 2012.

What's New? On July 1, 2022, the new Los Angeles County Department of Economic Opportunity (DEO) was launched, and the Workforce Development Aging and Community Services (WDACS) was dissolved.

DEO administers all WIOA programs and functions as fiscal agent for workforce development and is the administrator of the Governor-designated local workforce development area (LWDA), which is the second largest in California. DEO administers approximately \$41 million annually in WIOA funding to provide workforce services to an area populated by 4 million of the County's 10 million residents.

The L.A. County LWDA is also home to roughly 244,000 businesses located in 58 of the County's 88 cities and in approximately 125 unincorporated areas. The County of Los Angeles has a budget of [\\$44.6 Billion](#) that supports a range of vital commitments from a vast healthcare system, essential public safety operations to its broad beaches and world-class cultural institutions. DEO administers a total of \$156.7 Million in American Rescue Plan funds on programs and services that are focused to help those hardest hit by the pandemic and who have experienced historical disinvestment have first access to programs and services, grants, and contracting opportunities through DEO and our County.

What's New? On July 1, 2022, the City of Monrovia became a part of the Los Angeles County Workforce Local Workforce Development Area.

B. Development of the WDB's PY 2021-2024 Four-Year Plan

Development of the original PY 21-24 Local Plan was the result of the County's significant engagement with organizations and individuals who guide, contribute to, and benefit from workforce system services. A series of community and stakeholder forums were held in 2022. These are summarized in Attachment 1 to this Plan. Developing the plan also involved a process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The plan was made available for public review and comment prior to being forwarded to the CWDB for review. During the biennial process to update the PY 21-24 Local Plan, County leadership utilized a similar strategy and, again, engaged stakeholders, the community, and workforce development board members in discussions about strengthening the system's services.

Impact of COVID-19 on Development of the PY 2021-24 Plan and its Biennial Modification

While the pandemic required a significant shift for the County, DEO and its predecessor agency WDACS employed diligence, innovation, and compassion to meet the vast array of needs that residents and businesses required. Despite various closures due to COVID-19 exposure, the County workforce system remained open and responded effectively, maintaining its service-first approach, and supporting the region's economy and workforce in an unprecedented manner, while following all local, state, and federal mandates. The original PY 21-24 Local Plan was developed during some of the most difficult months of the pandemic and reflects the steadfastness and commitment of WDB members, County staff, AJCC staff, and workforce system stakeholders to the process. The plan reflected the context in which it was developed and included a significant amount of content devoted to the County workforce development system's response to the pandemic and its effects on workers, business, and the County as a whole.

By the time that the 2023 biennial modification to the Local Plan was being developed, circumstances had changed significantly. While COVID remained a concern, vaccines and various levels of post-infection immunity provided protection against transmission of the virus, thereby enabling partners to gather for both in-person and virtual discussions about key elements of the plan. Furthermore, the re-opening of the economy and communities re-focused the efforts of the local workforce system and highlighted changing priorities for system partners in meeting the pandemic recovery needs of job seekers and businesses. The system partners are keenly aware of changing attitudes, perceptions, needs, and priorities among customers and new approaches reflecting these changes have been embedded throughout this 2023 updated version of the plan.

C. Vision for the Workforce Development System

The vision for the workforce development in L.A. County, including WIOA-funded programs and services, continues to be shaped by a wide range of voices and perspectives. The BOS, who are the Chief Local Elected Officials (CLEOs) for the local workforce area, have provided strong leadership in support of workforce and economic

development in the County and were the force leading creation of DEO to drive coordination between these complementary disciplines. The WDB has been a dynamic thought partner and strategic in its crafting of a set of Guiding Principles for the system, providing both a theoretical and practical base for the design, development, implementation, and intended impact of programs and services. DEO leaders and staff have worked tirelessly to transform guidance from County policymakers into a modernization strategy that promises to be transformational in terms of approaches to career pathways, income mobility, and sector strategies to support job seekers and businesses. Finally, system stakeholders and community representatives have generously given of their time and leveraged their expertise to share insights and recommendations for strengthening the workforce system. This input has been aggregated and summarized in section V of this plan.

Los Angeles County Board of Supervisors' Vision

The County BOS has had a vision since 2018 for more robust and coordinated workforce and economic development services and programming within the region. To that end, on [August 4, 2020](#), the BOS moved to create a consolidated structure that included both workforce and economic development services, policy and program development. Then, in [September 2020](#), the BOS directed the CEO to assemble a Workforce and Economic Development Alignment Workgroup made of multiple County departments to evaluate, analyze, and prepare recommendations to optimize and reimagine the public workforce system, leverage the workforce system in response to the post-COVID-19 pandemic, and catalyze more effective alignment between economic and workforce efforts within the County. This significant effort led the phased-in creation of what became DEO.

What's New? DEO is an unprecedented effort for the County of Los Angeles by integrating workforce development with economic development. This historic and significant action was led by the BOS and on July 1, 2022, with the formal creation of DEO, the BOS' vision strategically integrated economic and workforce development policy, programs and services, and resources within one single department, ensuring that youth and adult workers, small businesses, and high-road employers are best served based on their unique needs and that the County supports a more equitable economy with inclusive and sustainable growth and opportunity and mobility for all. This new department and vision required the reorganization and alignment of key workforce, economic, and community development teams from the Department of Consumer and Business Affairs, the Los Angeles County Development Authority, the CEO's Economic Development Division, and WDACS. Now with workforce development and economic development under one roof the result will be a better coordinated, and more responsive action to the ongoing changes in the region's economic and resulting labor market conditions and our call to action to reduce disproportionality in our local region.

What's New? The goals for the new department are informed by and provide support to the [County BOS' updated priorities and key initiatives](#), which include *Alliance for Health Integration; Anti-Racism, Diversity, and Inclusion; Care First, Jails Last; Chief Sustainability Office; Child Protection; Environmental Health; Homeless Initiative; Immigration; and Poverty Alleviation Initiative.*

Updated County Board of Supervisors
 Priorities and Initiatives
*Alliance for Health Integration
 Environmental Health
 Anti-Racism, Diversity, and Inclusion
 Homeless Initiatives
 Care First, Jails Last
 Immigration Chief Sustainability Office
 Poverty Alleviation Initiative
 Child Protection*

Los Angeles County WDB's Guiding Principles

Prior to the DEO's establishment and in accordance with the vision and mission of the County BOS, on October 9, 2020, the WDB created the Workforce System Modernization Workgroup to help inform the creation of a new Department of Workforce and Economic Development. The Workgroup met biweekly for six months devoting their time and expertise necessary for a full evaluation of the current system and the development of recommendations for the new service delivery model. This effort led to the development and adoption of the following eight [\(8\) Guiding Principles](#) on April 9, 2021, that would inform, direct, and transform the County's new talent delivery system and in alignment with the DEO's modernization strategy to build a thriving and sustainable local economy:

The Guiding Principles are:

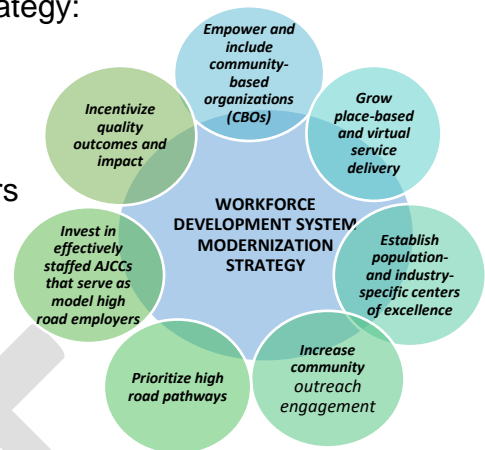
1. Prioritize direct support and facilitate access for disproportionately impacted workers, employers, and communities.
2. Revitalize economic mobility through high road jobs.
3. Invest in programs and services that lead to economic mobility for all.
4. Elevate the profile, influence, and impact of the workforce system.
5. Expand technology to improve access and deliver quality services.
6. Maximize efficiencies for customers through regional coordination, integrated service delivery, and co-location of Youth and Adult programs.
7. Utilize data to measure impact beyond WIOA performance.
8. Prepare contingency plans to implement during emergent crisis events.

DEO's Workforce Development System Modernization Strategy

What's New? Building on the BOS vision of a modernized workforce system, multiple consultant reports, five (5) public stakeholder meetings with targeted focal points, input from the Workforce Development and Economic Alignment [Workgroup final report back](#), the WDB Guiding Principles developed by the WDB and through significant research and public engagement efforts, DEO identified seven (7) overarching modernization strategies to strengthen our AJCC system, increase effectiveness and prioritize equitable outcomes for both businesses and the communities we serve.

The Workforce Development System Modernization Strategy:

1. Empower and include community-based organizations (CBOs)
2. Grow place-based and virtual service delivery
3. Establish population- and industry-specific centers of excellence
4. Increase community outreach engagement
5. Prioritize high road pathways
6. Invest in effectively staffed AJCCs that serve as model high road employers
7. Incentivize quality outcomes and impact



What's New? Furthermore, DEO will lead an open, competitive procurement in early 2023 to realize the modernization strategy and secure providers to operate a workforce development service delivery system that advances the following “North Star” principles which further define the County’s values for each AJCC and the broader workforce system. These “North Stars” characterize the content and quality of the services, outcomes and impact the system will provide.

The five (5) “North Star” principles are:

- **Quality Jobs** that provide family-sustaining wages, health benefits, a pension, advancement opportunities, and collective worker input, and are stable, predictable, safe, and free of discrimination. Quality jobs have the potential to transform lives and create resilient, thriving businesses and L.A. County communities, along with a more just and equitable economy.
- **Economic Mobility** which reflects how an individual’s income increases and economic well-being changes over time. The County’s workforce development system is committed to providing services that enable all individuals to progress toward self-sufficiency, family-sustaining wages, and a middle-class livelihood.
- **Equitable Outcomes** so that we reduce disproportionality in order that all County residents can reach their full potential resulting in more economic opportunity for everyone irrespective of race, ethnicity, gender, immigration status, sexual orientation, or other factors.
- **Inclusive Economic Growth** that increases opportunity and reduces income inequalities to improve overall well-being and foster resilient and prosperous families, businesses, and communities. L.A. County’s economic and workforce development initiatives and strategies will promote shared prosperity across all communities.

- **Climate Resilience** which requires transitioning to a carbon-neutral economy. Equity in access to training that develops critical skills that industries need to address climate change is vital. To achieve economically and environmentally resilient communities, the County will contribute to a statewide reduction in greenhouse gas emissions; address the vulnerabilities of disadvantaged communities; and connect climate-change reduction to workforce development system strategies and practices.

Finally, it should be noted that the WDB's 2023 Biennial Modification to the PY21-24 Local Plan is strategically aligned with the LA Basin Regional Planning Unit's (LABRPU) Regional Plan, California's Unified Strategic Workforce Development Plan, the Los Angeles County BOS Priorities and Initiatives for workforce and economic development, and the AJCC WIOA Memorandum of Understanding.

D. Workforce System's Connection to Economic and Business Development

Modeled after LAEDC's economic regions, LA County's local workforce development area maintains regions that are tied to a network of 19 AJCCs, which are in alignment with economic development and take into consideration maximum inclusion of all cities and unincorporated areas within the broader area. Contained within each region is a host of cities and unincorporated areas with distinct profiles, all unified by the idea that all County residents and businesses have the right to the full range of available resources. The regions are carefully crafted to ensure the lead AJCC identified for each region guarantees equitable access to the businesses and individuals in these communities.

The County's workforce investments are strategically focused in areas where economic returns are likely to be highest on education and training that prepares job seekers with skills needed by businesses in the County's priority sectors. These sectors were identified in part based on indicators from the Los Angeles Economic Development Corporation (LAEDC) *Pathways for Economic Resiliency: [Los Angeles County 2021-2026 report](#)* signaling an increase of jobs that offer family sustaining wages during pandemic recovery and the post-pandemic period. The report further informs investment by the County to restore economic health and address inequalities that existed before the COVID-19 pandemic by providing a data-driven foundation for equitable recovery strategies. Furthermore, it makes recommendations to address the pandemic's toll on the County's economy, including strategies to improve equity, retrain workers for well-paying industries, bolster capital and support services for small business, and close education and access gaps that are limiting prosperity and growth.

Overall, Los Angeles County's major recovery growth sectors include healthcare; advanced manufacturing (aerospace and bioscience); infrastructure (construction, telecommunications, and utilities and green jobs); trade and logistics; transportation and warehousing; e-commerce; and film and digital media and creative arts. The County will also continue to support hospitality, information technology (IT), early care and education inclusive of child care inclusive of advocacy to better support child care workforce, and entertainment as the region anticipates hosting major events in the next several years

that will drive tourism and related jobs, including the FIFA World Cup in 2026 and the XXXIV Summer Olympics and Paralympics in 2028.

The County is also advancing the North Star modernization principle that prioritizes climate resiliency and investments that lead to quality green jobs while improving overall climate and environmental outcomes for the communities we serve throughout the region. As we explore opportunities in the IT space, similar to having climate resiliency as a pillar to help navigate investments and strategies, the County will leverage the [Delete the Divide](#) initiative that prioritizes both broadband and internet access to communities disproportionately impacted by a move to digital services and digital access. The initiative will create opportunities to not only support access to broadband and internet but also create jobs as a result of the broader effort to increase digital access for the region. This includes establishing digital navigators, investing in broadband infrastructure that provides jobs for the communities in which the infrastructure will benefit, and creating pathways in County employment to support this initiative long-term. Lastly, as we work to move economic and workforce development investments through these lenses that prioritize equity, DEO will leverage the newly released equity tool developed by the Anti-Racism, Diversity, and Inclusion team within the County. The equity tool allows for seamless navigation of data to help inform local investments, and program and policy development through an equity lens.

Employer engagement is paramount in determining the needs of business and industry, and in establishing regional and local strategies that provide businesses the tools and talent they need to succeed. On a regional level, as outlined in the LABRPU Regional Plan, the County will continue to work with the other WDBs in the L.A. Basin to engage industry leaders in priority sectors to develop processes for determining which credentials and education, skills, and experiences are valued by each industry sector. DEO's business serving teams will work within the department and externally to examine the potential benefits of sharing intelligence on business and industry collected by the regional workforce system to promote analysis of priority sectors and ensure efficacy of our services to the business community. Furthermore, the full DEO team will ensure DEO's full portfolio of resources and services is exceptionally well aligned with the public workforce system and the needs of the business community. This includes new business services within DEO's Office of Small Business such as, permits and licenses, legal aid services, capital and county contracting access, and business improvement support.

The collective team has contributed to and continues to develop regional sector pathway programs focused on high-growth, high-demand jobs. As described, Los Angeles County administers a wide variety of workforce and economic development programs. The programs and initiatives that DEO administers are grouped under three (3) categories 1.) *Los Angeles County Priority Populations and Initiatives*, 2.) *Strategies to Maximize Regional Funding and Alignment*, and 3.) *Industry Cluster Coordination and Development* as follows:

Los Angeles County Priority Populations and Initiatives

AMERICAN RESCUE PLAN ACT INVESTMENTS

What's New? *American Rescue Plan Act (ARPA) Project-* DEO is managing more than a dozen ARPA-funded projects and special initiatives investing **about \$157M** that augment WIOA programs and services for workers, job seekers and businesses. These offerings may be leveraged with our WIOA services and programs. Also, as part of the BOS commitment to rectify systemic and historic injustices that helped create racial disparities in the County of Los Angeles, all ARPA-funded projects must utilize the [County's Equity Explorer](#) tool to ensure data informs program and policy design thereby prioritizing underrepresented populations and communities and creating more equitable opportunities.

ADVANCING VETERANS

Veterans AJCC- Operating out of Bob Hope Patriotic Hall facility in downtown Los Angeles, the Veterans AJCC is a specialized, dedicated job center that develops, leads, and supports employment and training initiatives for veterans and eligible spouses countywide. The center supports the overall County workforce system with regards to County veteran employment services and strategies. The Veterans AJCC is distinguished in having the unique feature of "Veterans serving Veterans" as employment and other specialists in the AJCC and promote and assist veterans and eligible spouses for a wide range of careers. The Veterans AJCC also provides access to additional supportive and wrap-around services uniquely tailored to meet the needs of its clientele, which include, but are not limited to, housing, child support, expungement assistance, and mental health services.

What's New? In November 2022, the BOS passed a motion for DEO and the departments of Human Resources and Military and Veteran Affairs, to analyze current County efforts that support veteran workforce opportunities and identify ways to increase and improve employment outcomes in the public and private sectors.

What's New? The WDB funded customized training in IT for veterans to earn Microsoft Azure certification and digital badges in server and cloud application development and administration. This public-private partnership was in collaboration with the County, the WDB, the City of Los Angeles, the Mayor's Office of Military and Veterans Affairs, Microsoft, the West Los Angeles America's Job Center of California operated by JVS SoCal and Fast Lane US, a certified Microsoft learning partner. Employer partners committed to hiring graduates included Microsoft Military Affairs, Activision/Blizzard, and the City of L.A. Military and Veteran Affairs.

UPLIFTING SYSTEM IMPACTED INDIVIDUALS

Innovative Employment Solutions (INVEST)- This collaborative program supports adult felony probationers with a combination of career services and barrier mitigation supported by dedicated AJCC staff and Deputy Probation Officers (DPOs). DPOs and AJCC staff work together to facilitate learning and training as well as the provision of success enabling supportive services. They make referrals to professional resources that can help solve problems that may be barriers to entering the workforce for individuals involved with the justice system. To ensure a trauma-informed approach to service delivery, DPOs and AJCC staff are trained in a rigorous evidence-based curriculum created by the National Institute of Corrections to become Inclusive Workforce Development Specialists (IWDS). This intensive skill building assists in ascertaining employment readiness and supports barrier mitigation for participants through an equity-based and system-impacted lens. INVEST uses transitional subsidized employment, training stipends, and achievement incentives as tools to foster meaningful outcomes and greater participant engagement.

Prison to Employment (P2E) 2.0 - This is a continuation of the P2E initiative funded by state general funds to support regional planning efforts, fund regional plan implementation, and to provide resources for career and supportive services to the formerly incarcerated and other system-impacted individuals. Under P2E 2.0, the County seeks to advance equity of service access, increased workforce development successes, and self-sufficiency of the system-impacted by building workforce system infrastructure and capacity through collaboration among partners in development of service delivery strategies, and alignment of resources to better connect system-impacted populations to employment. The primary goal of County's P2E program is to place participants in unsubsidized employment, with an emphasis on priority sectors. Ultimately, this program's design is to help to reduce barriers encountered by system-impacted individuals when entering the workforce system with supportive approaches to employment and strengthened partnerships with local post-release supervision systems. DEO also coordinates electronic referrals through its Automated Referral System (ARS) for the region to ensure services are provided in a timely manner.

What's New? Fair Chance Hiring Program – \$2M in ARPA funds - This campaign originated in 2019 in response to elevate the “Ban the Box” legislation and increase the number of employers who are willing and able to hire and train system-impacted individuals. DEO relaunched the campaign in January 2023 to expand direct engagement of businesses for one-on-one services to encourage hiring, a business Fair Chance toolkit, and includes incentives and technical assistance, while also tracking the number of system-impacted hires. The Campaign is also in progress to establish a system-impacted toolkit for those with lived justice experience seeking additional support and resources.

ELEVATING PEOPLE EXPERIENCING HOMELESSNESS (PEH)

Los Angeles: Regional Initiative for Social Enterprises (LA:RISE)- LA:RISE is an innovative and collaborative partnership that unites the City of Los Angeles and the County of Los Angeles workforce development systems with social enterprises (SEs) to assist PEH enter the workforce. LA:RISE was originated by the City of Los Angeles Economic Workforce & Development Department (EWDD) with the assistance of Roberts Enterprise Development Fund (REDF). In 2018, the model was expanded into the County's local workforce development area and provides the City of Los Angeles funding to continue the program in its area. LA:RISE maximizes the opportunity for collaborative case management to enhance cohesion between both SEs and AJCCs and more holistically serve PEHs. Social enterprises provide an average of 300 hours of Transitional Subsidized Employment (TSE) and barrier removal services, and, simultaneously, the AJCCs work closely with the SE to provide participants a continuum of workforce development services, such as career development, job training, unsubsidized employment assistance, and intensive employment retention services.

What's New? In 2021, LA:RISE was a Top Ten Winner awarded the prestigious Los Angeles County Productivity and Quality Award for its effort to prioritize social enterprises as a new strategy to better engage PEHs into employment despite the state of emergency.

Alternative Staffing Organization (ASO) - This is a specialized program that serves adults, who are considered homeless as defined by the United States Department of Housing and Urban Development (HUD), with subsidized temporary employment with staffing agencies paired with barrier removal services. This employment program aims to assist those in the L.A. Basin through subsidized temporary employment positions with the long-term goal of financial stability through stable employment in high-growth industries.

Hire UP – Hire Up is a career pathway program for job-ready adults who are experiencing homelessness or at risk of homelessness in the County. The program provides individuals with paid employment skills training and wrap-around support services through multi-agency collaboration. Upon successful completion, participants are placed into high-road career pathways providing full-time, unsubsidized employment facilitated by union partners within three industries: construction, hospitality, and civil service.

Regional Homeless Opportunities for Meaningful Employment (HOME) - HOME is a collaborative modeled after LA:RISE that extends across five (5) of the LABRPU members in the County: Foothill, Pacific Gateway, SELACO, South Bay, and Verdugo. Regional HOME combines transitional subsidized employment paired with employment services provided by the AJCCs to assist participants experiencing homelessness obtain unsubsidized employment. The WDBs provide wrap-around services and soft skills training to participants.

What's New? **Careers for a Cause (C4C)– \$5.2M in ARPA funds-** This expanded program from an initial pilot in District 2 increases economic self-sufficiency and reduces recidivism while also creating a more empathetic workforce by preparing 220 participants with lived experience with homelessness and the justice system for careers in social services and homeless serving agencies. The program is now run in partnership with LA County's network of community colleges and community-based organizations in all districts.

SUPPORTING UNDEREMPLOYED OR UNEMPLOYED INDIVIDUALS AND INDIVIDUALS ENROLLED IN PUBLIC BENEFITS

What's New? **Pandemic Relief Rapid Reemployment (PRRR) - \$20M in ARPA funds-** PRRR provides subsidized employment, training, and work readiness services for 1,200 individuals who are unemployed or underemployed due to COVID-19, with a focus on the most disadvantaged geographies and populations. The aim is to ensure individuals most impacted by COVID-19 build marketable skills to gain stable and improved employment. DEO also aims to strengthen its partnerships with community-based institutions and partners to better serve program participants. Implementation will occur through the AJCCs over the next two years on a rolling basis.

What's New? **Wraparound Services for Critical Employment (Worker Equity Fund) – \$2M in ARPA funds –** The WEF provides cash assistance to participants in ARPA-funded workforce training programs to facilitate program completion and mitigate potential barriers to participation. These services may include transportation, child and dependent care, housing assistance, legal aid, technological support, and others. The program will launch with the cohorts for construction, social and homeless services, and health care high road training partnerships.

What's New? **Engagement with Department of Public Social Services (DPSS) in Developing Strategies to Best Serve START (Formally GROW) and Greater Avenues for Independence (GAIN) Participants –** DEO and the WDB will serve as a Center of Excellence, in alignment with the modernization strategies, for recipients of public social service benefits. Collaboratively, DPSS and DEO will develop strategies that consider the unique needs of the populations we serve together to ensure they have equitable access to customized economic and workforce development services, leveraging our existing partnership in delivering both CalFresh Employment & Training programs, supporting START participants with meeting Able Bodied Adult Without Dependents (ABAWD) work requirements so that they can maintain their CalFresh benefits under changing federal rules, supporting CalWORKs, or GAIN, Welfare-to-Work participants through expanding our Preparing Los Angeles for County Employment (PLACE) program as well as other County employment avenues, and building stronger connections with our Labor and Labor-focused training partners that lead to quality, union jobs for our GAIN and START populations.

ENGAGING OLDER YOUTH INTO THE WORKPLACE

What's New? Youth@Work – Elevate – \$3M in ARPA funds- Youth@Work – Elevate is an enhanced version of the County's Youth@Work Program with increased hours and mentorship with the aim to improve program completion and post program employment outcomes in high-growth sectors. Through a minimum of 7 cohorts, up to 800 youth will receive a total of 400 hours of paid work experience (up from 160 in current programming), personal enrichment training, and mentorship and supported access to unsubsidized employment. By working with County departments, community-based organizations and using the [COVID-19 Vulnerability and Recovery Index](#), Youth@Work - Elevate will target outreach to identify and recruit the most impacted youth, including system impacted, LGBTQ+, and those from underserved communities. Program implementation will occur through 8 AJCCs and an additional partner that will provide mentoring services. After completing the program, participants will apply for unsubsidized employment, advanced training, or post-secondary education.

Strategies to Maximize Regional Funding and Alignment

ADVANCING REGIONALISM

What's New? [Community Economic Resilience Fund \(CERF\)](#)- In response to the State's CERF Solicitation for Proposals, the DEO, the WDB and other members of the LABRPU, including South Bay Workforce Investment Board, SELACO, and the City of Los Angeles, have joined over 200 stakeholders and organizations to form a coalition known as the L.A. County High Road Transition Collaborative (LAHRTC). The LAHRTC members selected LAEDC to serve as the Regional Convener and the California Community Foundation is the fiscal agent for the LAHRTC. In October 2022, the LAHRTC was awarded \$5 million in Phase 1 funds to establish a roadmap and uplift related social and human capital infrastructure with the aim to create a more inclusive, sustainable, competitive, resilient and equitable economic growth for the L.A. Basin. The ultimate shared goal is to produce a regional plan, developed through a comprehensive data driven analysis of the area and prioritizing equity as the required lens to discern how the complexities of economic development, regional planning, systemic barriers to wealth for some populations and communities, access to and distribution of resources in and across communities and the decision-making processes that influence and impact outcomes. From here, the LAHRTC will invest in strategies to transform our most vulnerable communities to become sustainable and resilient. The DEO co-chairs the Governance Committee representing the Government sector and the interests of the LABRPU.

What's New? Building on the success of capitalizing on the collective impact of our collaborative partners in the development, the WDB was invited by the Workforce Development Board of Ventura County to join the [B3K](#) (A Better Bakersfield and Boundless Kern). The B3K coordinates the Talent to Industry Exchange (TIE), a joint

dialogue between business, education, and workforce partners to build effective career pathways that address industry's current and future talent needs. The WDB and DEO are exploring options to leverage this work as part of a broader regional approach to potential Community Economic Resilience Fund (CERF) driven initiatives. We were asked to join the effort as a thought partner to help inform how education and workforce meet employer demand through data, industry advisory councils, and partnerships / relationships between individual firms and institutions. The effort aims to create 100,000 quality jobs in the aerospace and other sectors and our neighboring L.A. County residents are prime candidates to benefit from this effort.

STRENGTHENING THE IMPACT OF SMALL BUSINESS

What's New? The DEO is now home to the County's Office of Small Business and the County's Small Business Commission. As such, the WDB and BSD will align efforts to realize a common strategy to better serve the small business community including access to one-on-one technical assistance, grants, facilitating County contracting through APEX Accelerators (formerly Procurement Technical Assistance Centers (PTAC)), legal services, façade improvements and policy development. The WDB team is working closely with multiple local chambers of commerce and launched a pilot with the L.A. Latino Chamber to finetune and inform how to simplify access to the broader DEO portfolio. DEO is also partnering with local Small Business Development Centers and relaunched the East Los Angeles Entrepreneur Center which is a small business development hub in December 2022.

What's New? Legal Aid for Small Business Owners - \$3M in ARPA funds- This program connects 800 small businesses to no-cost legal assistance, including support for those who obtained Small Business Rent Relief. This project will engage in outreach to small businesses and legal aid will be administered by trusted and community-based legal partners through ongoing webinars, one-on-one counseling, and legal academies covering the most imminent legal assistance on business-relevant topics, including commercial lease agreements; employee safety, wages, and paid leave benefits; contract negotiation; intellectual property; tax liability; business entity structure; and bankruptcy. Businesses receiving legal assistance will gain the necessary support to meet their unique legal needs and ultimately maintain their business status, personnel, property, and revenue streams.

What's New? Safer at Work LA - \$7.6M in ARPA funds - Safer at Work LA is a public education campaign implemented from 2020 through 2022 that empowers small businesses, employees, and consumers to make workplaces as safe as possible during the pandemic. With ARP funds, SAW distributed PPE (15M+) and COVID-19 test (500K+ to 7.6M with support of the Board during 21-22 Omicron variant) kits to over 13K small and microbusinesses throughout Los Angeles County. With CARES and ARP funds combined, DEO deployed a total of 65M+ units of personal protective equipment (PPE) to 83K businesses and supported over 1 million workers. The implementation of this

program and success has led to an established network and services that can be activated and mobilized in future crises situations.

CREATING CONDITIONS TO SPUR ECONOMIC GROWTH

What's New? Economic Mobility Initiative (EMI) - \$25M in ARPA funds – This is an initiative that drives stability, mobility, and wealth generation in the most economically vulnerable communities of Los Angeles County, with focused outreach to women and black, indigenous, and people of color-owned businesses. The overall goal of this program is to build the capacity of the Office of Small Business (OSB) and DEO to serve more entrepreneurs and small businesses at scale and better triage support services delivered by OSB and partners. Key elements of EMI will include an entrepreneurship academy, technical assistance, access to capital, and mentorship and networking, which are commonly recognized as solutions to barriers for small businesses to start and grow.

What's New? Economic Opportunity Grants (EOG) – \$70.57M in ARPA and State funds - Launched in February 2023, the EOG provides streamlined outreach and access to 6,800 grants from \$2,500 to \$25,000 to help small businesses, nonprofit organizations, and microentrepreneurs recover, stabilize, and grow.

What's New? Shop Local Campaign - \$1M in ARPA funds - DEO will engage 100,000 residents and encourage them to shop locally and support vital small business corridors, with an emphasis on unincorporated areas. The campaign will leverage a variety of outreach strategies including traditional and digital media, community events, street teams, and more.

What's New? Street Vending for Health, Safety & Economic Mobility - \$5M in ARPA funds- In partnership with community-based organizations that work closely with street vendors, DEO will establish a County Street Vending Ordinance with the BOS and a County led permitting process that will provide a legal pathway to street vending, launch a marketing and outreach campaign with technical assistance to provide vendors with information and support related to this ordinance and public health and safety regulations, and create and provide access to affordable code compliant food carts. Across the lifespan of this project, DEO will engage 5,000 street vendors from historically underserved, marginalized, and COVID-19 impacted groups with information as well as support 500 new permits and distribution of 200 code complaint carts and establish a framework that can support street vendors in a more formal and vibrant street vending economy.

INDUSTRY CLUSTER COORDINATION AND DEVELOPMENT

What's New? BioscienceLA- Since its inception in 2018, BioscienceLA is a deliberate approach and investment by the BOS to support local biotech startups, innovation, and the development of an inclusive and diverse talent pool to benefit the Greater LA Basin.

The BOS provided seed money to help establish this innovation hub to boost life sciences in the L.A. area. Furthermore, the County's Youth@Work program is leveraged to ensure our young people have access to meaningful work-based learning opportunities in STEAM through this collaboration. Most recently, in 2019 the County earmarked up to \$15 million for the launch of the [Bioscience Investment Fund](#) which provides access to early-stage capital for research and development companies in the process of product development, production and distribution and other key factors critical to commercial success of a new product.

What's New? [Infrastructure LA \(ILA\)](#) - Launched on April 5, 2022, by the BOS to optimize and advance the County's share of federal infrastructure dollars available through the Bipartisan Infrastructure Law for regional and unincorporated areas, with deliberate attention on projects that advance the BOS equity, sustainability, and climate resilience goals. an emphasis. The effort is led by the County CEO and involves DEO, the Chief Sustainability Office, Public Works, the Internal Services Department, and the City of Los Angeles among others. DEO is hosting the Workforce Subcommittee to ensure community impact is maximized by all programs and projects funded through the ILA. The initiative utilizes several data-driven screening tools to ensure equity, climate and economic justice inform program and policy design. Programs and projects concentrate around capital, broadband, and clean tech infrastructure.

What's New? [L.A. Film Office](#) - Formerly operated by the County CEO, is now part of the DEO portfolio. Filming permits and related guidance are provided in partnership with Film L.A. This asset also aligns very well with the County's workforce initiative to support this industry cluster to prepare and advance youth interested in the creative arts economy be it for editing, production, special effects or content development. There is emphasis to connect youth of color and with lived experience.

Advancing Apprenticeships and High Road Partnerships

What's New? The DEO team is increasing its robust partnership with Unite Here Local 11 and the Hospitality Training Academy and the Los Angeles Orange County Building Trades Council (trades Council) and the Apprenticeship Readiness Fund (ARF) among other labor partners to advance high road quality job opportunities that promote diversity, equity and inclusion using Project Labor Agreements that prioritize local hires, veterans, lived experience and people of color. Also, as part of a High Road Training Strategy, the ARF and DEO are working to prepare individuals to take the Multi- Craft Corps Curriculum (MC3) to start a career in construction and grow the needed talent to help build multiple capital projects in the L.A. Basin. A prime example of this partnership is the HireLAX Apprenticeship Readiness program, which has helped 225 graduates enter the construction career pipeline.

What's New? On January 10, 2023, the BOS executed the first countywide Community Workforce Agreement (CWA) which directed the CEO to complete negotiations with the Trades Council. The CWA is inclusive of the following provisions: 1.) The CWA applies to all County departments, commissions, and agencies delivering County capital and construction projects, 2.) A \$5 million construction contract value threshold was set for projects to be included in the CWA, and 3.) Exclude all Job Order Contracts from the provisions of the CWA. Additionally, the CWA incorporates the Local and Targeted Worker Hiring Policy and aligns opportunities for small business consideration including certain exemptions from the CWA, access to union supported training opportunities, and consideration for certification as a Local Small Business Enterprise (LBSE), Social Enterprise (SE), and a Disabled Veteran Business Enterprise (DVBE). With numerous opportunities for the County to invest in critical infrastructure projects and housing developments the CWA reaffirms the County's commitment to erecting a middle class and the skilled laborers and workforce that will build and maintain these projects. As such, DEO's apprenticeship strategy will further promote opportunities for local communities helping to maximize local economic impact through inclusion of local workers who are reflective of the diversity of the County.

What's New? High Road Training Partnerships (HRTPs) – \$18M in ARPA funds- allowed DEO to expand this critical groundwork to bring together industry, education and training providers, labor, and community to build employer-informed, skill-based training models that meet evolving market needs and promote job quality, equity, and sustainability. Models include pre-apprenticeships and apprenticeships leading to long-term careers. The six (6) sectors are planned for initial investment: Film and Digital Media; Construction; Healthcare; Green Economy; Life Sciences; Technology; and Early Care and Education. This work offers robust business development with the inherent potential to inform and direct expanded high-growth work with industry clusters and small businesses with the support of the OSB and Small Business Commission. DEO is also partnering with ARF to offer a High Road Training Partnership in the industry traditionally known for its apprenticeship opportunities – construction. The partnership sets forth a goal of 175 enrolled participants, with an 80% completion rate for the MC3 training, which is an industry-recognized credential. Further, the program explicitly derives an 80% rate of placement into a registered apprenticeship for those that complete the MC3 training.

What's New? Preparing Los Angeles for County Employment (PLACE) and Public Sector Employment Opportunities – DEO, as part of the establishment of the new department, absorbed a program focused on supporting individuals with barriers to employment through the development of pathways in County employment. Working closely with the Worker Education and Resource Center (WEREC), DEO's subcontractor, and the Department of Human Resources, participants are provided with added training, resources, County exam preparation, and mentorship as they enter entry level County employment. PLACE was awarded \$750,000 as part of the WIOA H RTP 3.0 funds. DEO

is working closely with partners to expand the program across all County departments as well as identify lessons learned and best practices to open up more opportunities for the individuals we serve across our workforce system. As the Center of Excellence for public-sector employment, DEO will lead new strategies to support County-wide hiring practices that connect directly to our workforce programs and services. Other initiatives that support this work are Infrastructure LA where DEO is lead in evaluating investment proposals stemming from new federal infrastructure funding through a workforce development equity lens.

What's New? DEO is increasing its investment for the expansion and development of Registered Apprenticeship Programs, building on partnerships with labor and in partnership with two (2) apprenticeships hubs resulting from the Department of Labor Apprenticeship Building America. DEO will set forth a countywide apprenticeship strategy and leverage several of its ARPA programs and services to maximize outcomes.

To ensure our training investments meet current and future labor market needs, we use labor intelligence and information provided by businesses about their needs for talent and skills development for new and incumbent workers. Our teams work with many local and regional partners, including business associations, labor organizations, and educational partners, to develop career pathway programs for priority industries. For example, our business team leads recruitment and training efforts for the Aircraft Fabrication and Assembly (AFAB) Antelope Valley Northrop Grumman Partnership which launched the Military Training Academy. The Academy serves veterans, spouses of veterans, and next of kin to complete customized manufacturing training specifically in AFAB. The effort provided an opportunity to explore and expand upon partnerships and galvanized a community to respond to a critical labor shortage in a quality high road job career path.

What's New? As a result of the success of the Northrup Grumman, the [AFAB program](#) is now expanded beyond the Military Training Academy noted prior. The program is available to the broader community through the Antelope Valley College (AVC) and notably the AVC is one of a few community colleges in the nation offering this certification. Our Antelope Valley AJCC supported training of over 100 individuals during 2020 despite the devastating impact of the pandemic. To reach this number multiple virtual job fairs were held and over 300 candidates were screened for the opportunity. [Northrup Grumman](#) has also developed profound connections with six (6) local high schools in the AV to entice and cultivate local talent from high school to explore a career in the aerospace industry. We are in discussions with Northrup Grumman to expand the effort as an apprenticeship.

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 (19) distinct federal fund sources. Six (6) of these programs constitute the four (4) “core partners:” the

WIOA Title I Adult, Dislocated Worker and Youth Programs; the WIOA Title II Adult Education and Family Literacy Act Program; the WIOA Title III Wagner-Peyser Act Program; and the WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make-up the WIOA-mandated one-stop partners. The WDB and DEO have entered into MOUs with the organizations managing each of the applicable federal programs at the local level. The narrative that follows describes coordination with the WIOA core and other required program partners as prescribed by WIOA.

A. Coordination with AJCC Partners and WIOA Memorandum of Understanding

Over more than 50 years managing federal workforce development funding, L.A. County has built strong and effective relationships with state and local agencies that represent the One-Stop partner programs. Throughout the remainder of the period covered by this plan, the WDB and DEO look forward to further enhancing coordination with each of the workforce system partners.

Overview of Local One-Stop System Partners

Following is a summary of the local/regional organizations representing the federal one-stop partner programs that are party to the MOU.

Federal Partner Programs	Corresponding MOU Partners	
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	Los Angeles County Department of Economic Opportunity through its network of AJCCs	
WIOA Title II Adult Education and Literacy	<ul style="list-style-type: none"> - Antelope Valley Union High School District - Azusa Adult Education Center - Baldwin Park Unified School District♦ - Bassett Adult School - Charter Oak Unified School District - City of Covina/Covina Library - Compton Unified School District - Covina-Valley Unified School District - Culver City Unified School District - El Monte Union High School District (El Monte Rosemead Adult School) - Five Keys♦ - Glendora Unified School District - Golden Oak Adult School - Hacienda La Puente Unified School District♦ 	<ul style="list-style-type: none"> - Lynwood Unified School District - Monrovia Unified School District - Monterey Park Bruggemeyer Library (LAMP Literacy Program) - Mt. San Antonio College - New Opportunities Organization♦ - Paramount Adult School - Pomona Unified School District - Rowland Unified School District - Santa Monica Adult Education Center - Santa Monica College - Tri-Community Adult Ed - Whittier Union Adult School♦ - William S. Hart Union High School District
WIOA Title III Wagner-Peyser	- State of California Employment Development Department (EDD)♦	
WIOA Title IV Vocational Rehabilitation	- California Department of Rehabilitation (DOR)♦	
Carl Perkins Career Technical Education	<ul style="list-style-type: none"> - Antelope Valley Community College District - College of the Canyons - Mt. San Antonio College 	<ul style="list-style-type: none"> - Rio Hondo College - Santa Monica College
Title V Senior Community Service Employment Program (SCSEP)	<ul style="list-style-type: none"> - SER Jobs for Progress and - National Asian Pacific Center on Aging 	
Job Corps	- Los Angeles Job Corps Center	
Native American Programs	- United American Indian involvement	
Migrant and Seasonal Farmworkers	Not applicable. Program is not present within the local area.	
Jobs for Veterans State Grants	- EDD♦	
Youth Build	<ul style="list-style-type: none"> - Compton and Whittier YouthBuild (EntreNous) - Advancing Communities Together (dba Antelope Valley YouthBuild) 	
Trade Adjustment Assistance (TAA)	- EDD♦	
Community Services Block Grant	- Los Angeles County Department of Public Social Services	
Housing and Urban Development E&T	- Los Angeles County Development Authority	

Unemployment Insurance (UI)	- California Employment Development Department♦
Second Chance Act Grantee	- New Opportunities Organization♦
Temporary Assistance for Needy Families (TANF)/CalWORKs	- Los Angeles County Department of Public Social Services
♦ = Indicates the partner is co-located at one or more County-funded AJCC.	

Memorandum of Understanding with System Partners

In accordance with EDD Directive WSD18-12, the WDB and AJCC partners developed and executed an updated WIOA MOU on October 1, 2020, which describes the delivery of services through the network of 19 AJCCs. All AJCCs provide a single access point to education and training programs for business, youth, and adults. The following are goals shared by the parties to the WIOA Partner MOU:

- Develop industry-driven career pathways that prepare people for in-demand occupations in high growth industry sectors based on annual review of economic intelligence and labor market information.
- Support system alignment, service integration, and continuous improvement using data to support evidence-based decision-making.
- Strengthen communication, coordination, and decision-making between regional partners to meet labor market needs.
- Enhance existing networks between education, business and industry representatives, labor, and other regional workforce development partners to develop new and align existing programs and services with regional and industry needs.
- Support the development and continued collaboration between regional workforce and economic development networks in the Los Angeles region to address workforce education and training priorities.
- Develop regional leadership and operational partnerships among community colleges, industry, labor, and other workforce and economic development entities to strengthen coordination and to improve the delivery of services.
- Increase the number of youth and adults who obtain marketable and industry-recognized middle skill credentials, with a priority on unemployed, underemployed, low-skilled, low income, recipients of public assistance, limited English speaking, veterans, individuals with disabilities, foster youth, reentry, and other high priority, at-risk populations.
- Increase the scope and breadth of opportunities for youth, especially low-income, at-risk, disconnected and out-of-school youth, and those from low-income communities,

who graduate prepared for postsecondary vocational training, post-secondary education, and/or a career.

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

LA County employs strategic approaches to co-enrollment such as aligning, coordinating, and integrating programs and services to ensure individuals can obtain jobs that ensure both long-term economic self-sufficiency and economic security. L.A. County AJCCs are asked to co-enroll where it is found to be relevant to the individual, and if it makes sense to utilize more than one fund source to provide the best service strategy for individuals to reach their employment goals.

AJCCs seek co-enrollment when:

- Services being offered to the participant reduce barriers to employment and allow them to fully participate in all appropriate programs, including those identified in their career pathway;
- The participant requires services and/or activities from multiple workforce development programs and can use leveraged resources from the various funding streams. For example, enrollment in an additional workforce program may afford the participant critical services such as training or work experience for the participant which they would not be able to receive if only enrolled in the initial workforce program;
- The participant needs and wants the services identified in any initial or subsequent assessment(s) that are not offered through the primary program; where applicable, participant meets any eligibility requirements or is able to meet requirements with assistance; and
- Identified programs and services are not duplicative and do not supplant any services, the creation of employability plans, training, job placement assistant, or follow-up services.

The preceding list of co-enrollment possibilities is by no means exhaustive, and other scenarios may arise in which co-enrollment would be appropriate.

The CalJOBS system makes co-enrollment of a participant an easy task to accomplish where partners are utilizing that system. The need and benefit for co-enrollment must still be clearly established and documented by the AJCC in the case notes section of CalJOBS, and the Individual Employment Plan (IEP)/Individual Service Strategy (ISS), if applicable, prior to proceeding with co-enrollment in the system. Further, the participant must meet all eligibility requirements for each workforce development program or can meet these requirements with assistance. Additionally, if the participant is active with another AJCC, the second AJCC must communicate its intent to co-enroll with the original AJCC prior to taking steps to co-enroll. In all co-enrollment situations, communication and coordination are paramount, and the participant must be kept informed throughout the entire process.

County also utilizes an internal Automated Referral System (ARS) to facilitate co-enrollment and co-case management, particularly when working with partners that do not use the CalJOBS system as their primary management information system. Through the ARS, DEO, its AJCCs, and participating County departments, external partner agencies and other local workforce development areas serving L.A. County constituents have access to a central point where workforce program participant information, such as demographic data, location, participation status in other programs and program consent agreements are stored. The ARS has a built-in geolocation system, which allows for accurate referral to sites based on proximity, as well as a comment section within the profile used to track individuals, as they progress through the program. Further, the system can be queried for data at the aggregate level to develop reports and illustrate program trends. The ARS not only promotes intergovernmental cooperation and coordination, but it also bridges gaps in coordination across agencies that provide employment services.

DEO, the County AJCCs, and partners are committed to work together to co-enroll and/or common case manage mutual customers to leverage resources and ensure access to all available services with the understanding that coordination of services within a customer-focused approach minimizes the possibility of customer drop out due to lack of awareness of resources to overcome unforeseen circumstances, not receiving needed services, or leaving possible barriers to employment unaddressed. Coordination and communication among partners also enhance performance outcomes across individual programs and facilities and creates a community of practice. This leads to a “no wrong door” access to holistic service and a more consistent high-quality customer experience.

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

The County is at the forefront of facilitating access to services provided through one-stop delivery system through both “brick and mortar” centers, and through virtual services via a [Virtual Resource Room](#).

What’s New? As part of the AJCC system modernization efforts and to enhance service access across the LABRPU and to further co-enrollment efforts, L.A. County WDB is exploring piloting a stand-alone Virtual AJCC that currently does not exist as a fully realized full-service AJCC, as part of our comprehensive AJCC network/workforce development system as a crucial step to ensuring access to our workforce development services is expanded, maximized, and made more equitable. Currently, AJCCs have ad-hoc virtual services available to L.A. County residents that were made available as a result of the pandemic but in recognition of the need to ensure expanded and equitable access to services beyond the pandemic and subsequent recovery, and as we move towards supporting our residents long-term a fully virtual AJCC L.A. County WDB will move to expand to the entirety of the LABRPU through intentional regional inputs. DEO will seek additional funding from the state, philanthropy, and our federal partners to ensure

adequate resources are available to continue the Virtual AJCC beyond the initial implementation.

D. Coordination of Workforce Activities and Support Services

L.A. County's local area has 19 AJCCs, all of which offer programs for L.A. County residents, serving the community equitably and providing local access. Through various initiatives, and working with their wide array of partners, the AJCCs provide wraparound services to all customers by offering a variety of services and programs, all of which cater to the needs of the individual. In addition to serving the general population, AJCCs offer specialized programs that target system-involved individuals, veterans, individuals experiencing homelessness, people with disabilities and disconnected youth.

As many of the participants served by the County's workforce development system face barriers to employment that may undermine their ability to complete a training or educational program, the coordinated provision of supportive services to WIOA participants is of maximum importance to enable participation in services and obtain employment. For this reason, the County values collaboration among partners and seeks to braid resources to ensure that participants are fully supported with a broad array of ancillary services to help them complete employment activities, training, or education programs, and successfully enter and remain in the labor market. The supportive services provided to participants through WIOA core and other required partner programs include, but are not limited to: subsidized childcare and dependent care, transportation assistance, referral to substance abuse treatment, linkages to community services, assistance with housing, assistance with educational testing, legal aid services, referrals to health care and mental health services, assistance with work-related payments and fees, accommodations for individuals with disabilities, including the use of assistive technology, and other services that are necessary to enable an individual to participate in career and/or training services. All services are delivered by staff that are diverse, and culturally and linguistically represent the communities they serve.

Supportive services are provided to individuals in financial need based on an individual needs' assessment, participation in approved program activities, and the availability of funds. The Youth program also provides supportive services and appropriate incentives to motivate youth to complete program goals and during the follow-up period after program exit. The system will ensure that supportive services are provided to enhance an individual's ability to participate in workforce programs, or to enhance the probability of job placement and retention. In leveraging supportive services, the system will maximize available partner program resources and services, while avoiding duplication. The County's WIOA Title I program providers are required to set aside a minimum of 10% of their annual budget to address the supportive services needs of participants. At the same time, they are also mandated to identify and leverage resources and supports of WIOA partner programs before WIOA supportive service funds are used. For instance, for those co-enrolled in both a WIOA Title I and/or Title II program and the CalWORKs' Greater Avenues for Independence (GAIN) program, participants are to first utilize the transportation, childcare, clothing, and other supports provided by GAIN. WIOA career

development specialists coordinate with GAIN staff to ensure their supportive services are aligned, complimentary to one another, and address the IEP or ISS of each participant.

E. Physical and Programmatic Accessibility for Individuals with Disabilities

The County requires its AJCCs to ensure the physical and programmatic accessibility of facilities, programs, services, technology, and materials for individuals with disabilities. All the County AJCC sites are required to meet strict contractual stipulations regarding accessibility of facilities and services to remain in compliance with Americans with Disabilities Act of 1990 (ADA) and WIOA Section 188. They are also required to ensure that work-based learning sites are ADA compliant and meet the accessibility needs of those with disabilities. All Comprehensive AJCCs have a representative from the Department of Rehabilitation as a partner and some are co-located on-site as a WIOA program partner for the system. The County works with DOR to develop and conduct training for AJCC staff on strategies and accommodations in serving persons with disabilities. The training is required as part of the County's continuous quality improvement process which aims to achieve and maintain standards of excellence throughout our system.

Every AJCC utilizes technology that accommodates the needs of individuals with disabilities including: Zoom Text Extra 7.0 software that magnifies text up to 16 times the normal size; Jaws for Windows software that allows individuals with low vision or who are blind to navigate Windows and the Internet; Magic Cursor 2000 software which performs all the functions of a mouse; hands-free manipulation equipment; and TTY telephone. All special equipment is readily available and set-up to be self-directed. Provision of virtual services through web-based venues include accessibility features that include, but are not limited to, detailed, step-by-step directions of how to get access to and how to use the platform; presentations are in fonts that are easy to read, and text is large and has good color contrast; and where images are used, alternative text and image descriptions are included. Sign Language interpreters are engaged when needed.

To increase the number of individuals with disabilities who are served and placed in employment by our system, the County will identify and implement best practices and proven strategies for disability recruitment and hiring. Strategies will include posting job announcements on accessible web-based "job boards" that specialize in identifying qualified individuals with disabilities, in disability-related publications and with specific disability organizations. Another strategy that will be employed is the provision of job application documents, training materials, and tests in alternative formats such as in large font or Braille other strategies will include centralizing all resources for people with disabilities in one location; promoting the availability of reasonable accommodations; publicizing the County's commitment to hiring those with disabilities; and creating an ad campaign featuring employed persons with disabilities. We have regular meetings with the Regional Centers which have helped to educate our AJCCs and informed service availability to individuals with developmental disabilities. Furthermore, ongoing meetings

are conducted with partner agencies serving people with disabilities, such as DOR, state-funded Regional Centers, Special Education programs, and employers.

What's New? Since the release of the PY 21-24 Local Plan, the Los Angeles County WDB has established a relationship with RespectAbility, a nationally recognized organization with expertise in workforce development and other issues concerning people with disabilities. WDB representatives and DEO staff have worked with RespectAbility on short- and long-term goals and objectives for improving workforce system services and outcomes for customers with disabilities. As a result, the partnership facilitated the inclusion of a WDB Member with lived experience, the creation of a WDB Disability Workgroup, and an initial cross-systems dialogue including DEO, DOR, the County Commission in Disabilities, LAEDC, and the OYC. In this next term a stronger tie and deeper collective impact will align the business community, educational partners, the Regional Occupational Centers, and EDD to build a more inclusive economy.

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 2016-2019. Within this modification, the 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 their PY 2017-2020 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, L.A. County described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

L.A. County DEO collaborates with DPSS and other local CalFresh Employment & Training (CFET) partners to serve the local CalFresh Employment & Training eligible population. CFET is a locally run, state-supervised federal program administered by the Food and Nutrition Service, a branch of the United States Department of Agriculture. The program offers funding to states (which distribute funding to counties, where applicable) to provide a package of employment, training, and related supportive services to eligible CalFresh participants to increase their employability. CFET 50/50 funding allows states to be reimbursed for 50 percent of eligible funds (typically non-federal funds) spent on CFET services to eligible individuals. The 50/50 funds are an uncapped, fully accessible federal funding source and cover all costs outlined in an approved county plan. A common way for a county to leverage 50/50 funding is by partnering with third-party providers that access their own non-federal funding to deliver services and receive a partial reimbursement. This model is referred to as a "third-party partnership."

What's New? In 2021, the Department of Public Social Services (DPSS) and DEO (formerly WDACS) launched the CalFresh Employment & Training (CFET) Expansion Pilot Program (CEPP). The program was Skill Up Los Angeles in the spring of 2022. It is the first third-party partnership program to be offered in Los Angeles County. In this model, employment and training services are provided by community-based organizations and other entities to achieve greater utilization of funds. Skill Up Los Angeles is one of a small number of innovative state initiatives that integrate CFET into a local workforce development agency. Through this program, DEO, along with REDF, is serving as an intermediary for DPSS in providing oversight, billing, technical assistance, and training to third-party providers. Additionally, through the federal 50/50 CFET reimbursement, Skill Up Los Angeles will bolster service providers' capacity and financial stability, allowing the County to grow workforce and training programs for low-income communities, reach more CalFresh participants, and improve employment outcomes for Los Angeles County residents. During this term the program was expanded to six (6) social enterprise agencies, thus increasing utilization of the service by about 60% from inception of the program.

In Los Angeles County, many workforce organizations generate and spend eligible funds on CFET-allowable services. However, these funds, which are considerable, were not leveraging CFET 50/50 funding. Skill Up Los Angeles represents an essential strategy as the County increases access to workforce and training services by leveraging both federal and third-party provider dollars at no additional County cost. In the initial pilot, DEO and DPSS are collaborating with Goodwill and Chrysalis, both of which are social enterprises, to deliver CFET services as third-party providers. The two organizations offer CFET participants paid transitional employment, job readiness skills, job placement, and job retention through various non-federal funding sources, including funds from the County, the City of Los Angeles (e.g., Measure H, SB 678) and philanthropic funding. DEO and DPSS plan to bring this program to scale across the entire workforce system while aligning services and increasing the capacity of our respective programs.

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

DEO and the Child Support Services Department (CSSD) have collaborated to create a referral program to help remove barriers faced by Persons Paying Support (PPS). One of the barriers faced by PPSs that owe outstanding child support obligations is the suspension and revocation of State licenses such as driver's licenses and other professional licenses. Most jobs in California require proof of a current and active driver's license, or professional license, if applicable. PPSs that have had a license suspended or revoked have a hard time securing employment, making it difficult to make child support payments.

WIOA enrollment of PPSs through our AJCC system can remove this barrier. If enrolled in WIOA through this partnership, PPSs that productively participate in services may have their license(s) re-instated for a year, giving them a better chance at obtaining employment and remaining gainfully employed, which will also allow them to get on a

support payment plan, becoming compliant with child support payments. ARS automates the PPS referral process countywide. The referral system allows for tracking of referrals and timely follow-ups, as well as tracking placements and outcomes. The system is efficient and user-friendly, minimizing staff time and paperwork to maximize one-stop business operational effectiveness.

To date, of 281 referrals have been received, only 12 were found to be interested in WIOA activities and eligible for WIOA. Most referrals were received pre-pandemic. During the pandemic, referrals were stymied, and staff was restructured at CSSD.

What's New? Post-pandemic, a new team at CSSD will be identified and referrals ramped back up, including expansion of the program, and providing access to the ARS to other LABRPU members, presenting an opportunity to train staff on not only the mechanics of referral procedures, but also how to market the benefits to PPS individuals so that there are more viable referrals. We are also exploring pairing CSSD as part of the Red Team for Rapid Response activities.

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, the California Department of Education, DOR, and the California Department of Developmental Services developed the Competitive Integrated Employment (CIE) Blueprint, which is a five (5)-year plan to assist people with intellectual disabilities and development disabilities (ID/DD) prepare for and secure a job earning at least minimum wage working in the community with people without disabilities. The goals of the Blueprint are to:

- Help the three state departments work together to better support people with ID/DD who want a CIE job.
- Create more options for people with ID/DD to prepare for and get a CIE job.
- Help people with ID/DD to make their own choices about working in the community.

In 2018, the CWDB and EDD issued guidance to the local workforce development areas on the development of a 2019 biennial modification to our four-year Local Plan. This guidance required that L.A. County connect with and seek to participate in the efforts of local partners (local education agencies, the DOR district office, and the regional center) to deliver CIE services as outlined in a Local Partnership Agreement (LPA). These agreements articulate the ways in which local partners will work together to streamline service delivery, engage their communities, and increase CIE opportunities for individuals with ID/DD. LPAs enable the local partners to determine strategies that will work best for them and the populations they serve.

The County's workforce development system is aligned with four (4) LPAs: the Alhambra Unified School District LPA, the Los Angeles Local Partnership, the North Los Angeles County LPA, and the San Gabriel Valley LPA.

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

LA County has operated a successful English Language Learner (ELL) co-enrollment pilot program through the Pomona Valley AJCC, which is branded as the Los Angeles Pomona Puente Collaborative (LAPPC). The LAPPC supports ELLs with a diverse set of services aimed at helping them earn in-demand industry credentials, complete short-term work experience assignments, and gain sustained employment through co-enrollment with WIOA Title I and Title II programs. The LAPPC targets monolingual and bilingual Spanish and Asian/Pacific Islander ELL job seekers using a grassroots approach that leverages the unique community connections of local CBOs in the Greater Pomona Valley, in addition to connecting them to educational opportunities with Mt. San Antonio College, Monrovia Adult School, and other Title II partners. The County intends to replicate best practices from this pilot and scale them throughout the local AJCC system.

What's New? Moving forward, the WDB team is exploring ways to simplify targeted supportive services that are key for this population including access to foreign credential validation to assist this group to jump start their careers in the U.S. Also, the WDB will continue to partner with the County's Office of Immigrant Affairs for additional supports.

IV. WIOA TITLE I COORDINATION

The following narrative addresses services, activities, and administrative requirements of L.A. County workforce development programs funded by 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

To ensure we provide high-quality services through our AJCCs, DEO will continue to plan, develop, design, and secure training and professional development support to build AJCC system staff capacity, particularly in the areas of digital literacy and fluency, distance learning, cultural competencies, understanding of the experiences of trauma-exposed populations, reskilling, and equity issues. Frontline staff will receive ongoing training to strengthen rapport with participants, which also improves outcomes. The WDB and DEO are committed to delivering high quality, consistent services, which requires a well-trained AJCC workforce.

Los Angeles County has trained and provided professional development to frontline AJCC staff in order to gain and expand proficiency in digital fluency and distance learning, including the following:

VOSGreeter Kiosk Training: This training focused on the systemwide implementation of the VOSGreeter Kiosk module in CalJOBS. The VOSGreeter Kiosk is a digital touchscreen that eliminates the need for paper sign-in sheets and enables electronic tracking of all AJCC foot traffic.

CalJOBS Document Imaging Training: Provided both virtually and in-person, during this training, all AJCC staff members were provided a portable scanner and a signature pad. The module in CalJOBS allows for staff members to collect participant documents and immediately upload them to CalJOBS. Additionally, the signature pad allows for a direct digital signature in the online case file.

Virtual AJCC Resource Room and CalJOBS Pre-Application: Following the Safer at Home Order in Los Angeles County, the Virtual AJCC Resource Room was established to allow for the provision of services online. This service is still in use during the pandemic recovery period. Training was conducted as part of a larger meeting in which COVID-related policies were discussed. Resources for employment, education, and peripheral needs were included on the primary LA County Workforce website, and the WIOA Pre-Application was also enabled for participants.

Big Interview: Training enabled staff to understand how to administer “Big Interview” as a service enhancement for participants to better prepare them for job interviews through a virtual platform. Individuals can conduct mock interviews for their occupation of choice, view results, retake interviews to improve technique(s), and gain feedback from raters on how to improve their interviewing skills. Interview and results will be linked to the individual’s employment plan.

Virtual Job Fair Plus: Staff to learned how to use Virtual Job Fair Plus in CalJOBS to enhance virtual interaction among employers, staff, and job seekers. Staff benefits from easy-to-use setup up options, while employers enjoy text and video chat options to further evaluate candidates. Individual job seekers have unfettered access to employers and staff, making attending a job fair feel personalized and productive. Virtual job fairs in this module can be designed to target specific demographics, professions, or industries, and employers can use MS Teams or Zoom for virtual interviews.

Metrix Learning: This training helped staff to understand how to incorporate Metrix Learning as a preparatory participant training enhancement. Over 5,000 integrated basic, intermediate, and advanced self-paced interactive training courses in workplace skills, business, and information technology are available in Metrix Learning and many courses are offered in Spanish and Mandarin in addition to English. Learning modules are ADA and 508 compliant with high quality video, quizzes, and lectures to provide an engaging learning experience. Features include career pathways and skill gap analysis with course recommendations and training for 100+ industry-recognized certifications. Individuals who complete a course test with an 80% or higher score receive an automatic certificate of completion in PDF format. Digital badges are awarded for completing groups of courses. Functionality includes ability for staff to track progress and record outcomes.

In addition to the above, AJCC staff have been trained through the International Rescue Committee on “Engaging with Clients Remotely: Overcoming Digital Literacy Barriers and Best Practices for Remote Client Case Management”.

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

LA County values a culturally responsive approach to service delivery and looks to reduce disparities experienced by barriered populations by ensuring that diversity, equity, and inclusion remain at the forefront of our service approaches and programming. Trauma-informed approaches significantly increase the effectiveness of services. Training provided to AJCC staff is reflective of these principles. Examples of training include:

- Inclusive Practices for Working with LGBTQ People Experiencing Interpersonal Violence (IPV): Trauma & Oppression Informed Approaches
- Trauma-Informed Reentry and Fair Chance Training
- Barrier Buster Workshop
- California’s Diverse Immigrant Populations and Best Practices on Serving Refugees Webinar
- Cultural Diversity Certification Training Lunch & Learn by TransCanWork
- Asian and Pacific Islander (API) Cultural Awareness Training - The Greater Los Angeles
- 2019 Multicultural Mental Health Conference – Los Angeles County Department of Mental Health (DMH)
- Virtual Rapport Building with Youth
- Expectant and Parenting Youth
- Immigrant Community Sensitivity Training- County of Los Angeles Workforce Development, Aging and Community Services in partnership with the County of Los Angeles Department of Consumer and Business Affairs, Office of Immigrant Affairs
- Targeted English Language Learner Recruitment: Pivoting Strategies Amid COVID-19- Full Capacity Marketing in Partnership with International Rescue Committee and CA EDD
- Inclusive Workforce Development Specialist (IWDS) Training, formerly known as Offender Workforce Development Specialist (OWDS) Training
- Los Angeles County Virtual Workforce Training for Inclusive Populations
- Facing the Past to Design an Equitable Future: What Employers Need to Know
- The Los Angeles Homeless Services Authority (LAHSA) Problem Solving Training
- University of Ohio Kirwan Institute for the Study of Race and Ethnicity - Implicit Bias Training
- University of California President's Office – Managing Implicit Bias Series
- COVID-19, Disability & Mental Health
- Cultural Sensitivity and Trauma Informed Care – Employment Service Engagements and Supports
- Rapid Rehousing and Employment Training- Tools and Supports for Active Engagement of Rapid-Rehousing clients in Employment
- Mental Health First Aid Training
- Improving Job Readiness and Retention for Higher Risk Populations

During the development of the biennial update to the Local Plan, DEO representatives engaged with community members, system stakeholders, and members of the WDB to discuss opportunities and strategies for increasing the cultural competency of workforce system staff. Other discussions during the planning process involved a wide range of training that could benefit system staff. DEO and the WDB will jointly address these needs and develop a summary of training priorities to guide annual staff development and

training for the workforce system. In addition, each contractor that functions as an AJCC Operator and career services provider will annually provide DEO with an internal training plan for all staff whose jobs include working directly with workforce system customers.

What's New? On November 15, 2022, to [promote gender equity](#) and economic mobility, the BOS required all County departments to conduct a [Gender Impact Assessment](#) and apply an intersectional gender lens when analyzing policies, services, programming, and leadership. As part of this culture shift movement, beginning FY22-23, DEO will apply this gender lens to its entire economic development and workforce development portfolio inclusive of the AJCC system.

C. Coordination of Rapid Response and Layoff Aversion Activities

L.A. County has implemented effective strategies for rapid response services to respond to the needs of workers displaced by layoffs and business closures, and for layoff aversion to avoid events precipitating worker dislocation.

Rapid Response

The Rapid Response (RR) Program is a flexible program designed to respond to layoffs and plant closures by quickly coordinating services and providing immediate aid to companies and their affected workers. RR can provide customized services on-site at an affected company, accommodate any work schedule, and assist companies and workers through the transition associated with job loss. The County's RR activities are coordinated and administered by DEO and delivered through three (3) Comprehensive AJCCs. RR protocols have been established through a standard of operations agreement led by EDD and in partnership with most WDBs across Southern California. The WDBs participate in RR Regional Roundtables on the third Thursday of every month, during which best practices are shared and protocols are updated, as needed. The monthly meetings provide a forum for ongoing input and feedback to ensure continuous improvement of all RR efforts in the region. The County's RR providers also attend monthly meetings to effect strengthened partnership, coordination, and continuous improvement of the County's program. These meetings support a community of practice framework and address best practices, impending layoffs, and specialty grant resources available to strengthen RR activities, capacity building and information sharing regarding regional RR activity in multi-jurisdictions. In response to the COVID-19 pandemic, the County launched virtual RR Orientations and weekly meetings which continue through the pandemic recovery period, as an alternative to in-person orientations and meetings.

At a minimum, the County's RR team coordinates with EDD Unemployment Insurance; EDD Workforce Services; Trade Adjustment Act (TAA); Consolidated Omnibus Budget Reconciliation Act (COBRA); and our AJCCs. DEO and the AJCCs also coordinate through a network of partners to identify companies in designated geographical areas or throughout LA County that are growing as possible opportunities for separated employees; and identify potential employment opportunities. In addition, resource partners are activated to participate in RR such as DPSS for Medi-Cal, CalFresh, CalWORKs, Women, Infant, and Children (WIC), and local rental assistance programs.

Affected workers also receive information on foreclosure prevention, eviction defense, dispute resolution and consumer and worker protections. Partner coordination also may include, but is not limited to, community colleges, Employment Training Panel (ETP) providers, and LAEDC. Furthermore, DEO invites representatives neighboring workforce development areas to participate in large RR events or RR events that have many affected workers that live in other jurisdictions to ensure coordinated positive impacts and diverse service offerings.

RR participants are referred to AJCC workforce services through an orientation process, where they are introduced to their local AJCC and the services available to them as Dislocated Workers. These orientations are held for each business experiencing layoffs and all affected employees are invited to join. Orientations are held virtually or in-person with presentations from EDD, DOR, and other applicable services.

What's New? The WDB team is exploring the addition of the County's Child Support Services Department to be a part of the RR Red Team as appropriate.

Layoff Aversion

DEO contracts with LAEDC to provide Business Technical Assistance (BTA) and layoff aversion program services. The BTA program's primary goal is to identify businesses in financial, managerial, locational, and/or operational distress, which could result in layoffs. Services are provided by conducting significant and widespread outreach efforts to businesses, conducting assessments, providing direct services, and facilitating linkages to appropriate local partners.

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

Through a network of AJCCs, the Los Angeles County workforce development system 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 have one or more barrier to employment.

One-Stop Delivery System

Currently, the L.A. County AJCC system includes the following 19 centers.

Seven (7) Comprehensive AJCCs in which the Wagner-Peyser program is co-located. The Comprehensive AJCCs are responsible for the programming of the remaining AJCC sites. One of the Comprehensive AJCCs is co-located at Hacienda La Puente Adult School.

Seven (7) Affiliates AJCCs Three are located at adult schools (Baldwin Park, Richard N. Slawson, and Whittier) and one is located at the Willowbrook County Library.

Four (4) Specialized AJCCs, one of which is located at the Los Angeles Southwest College, one that concentrates services to veterans.

One (1) Unique AJCC DEO provides WIOA Title I and other local funding to the City of Los Angeles to serve the City of San Fernando and twelve County unincorporated areas. This site has direct access to EDD on site.

Services for Job Seekers under the WIOA Title I Adult and Dislocated Worker Programs

Los Angeles County's WIOA Adult and Dislocated Worker Programs provide workforce development services to job seekers age 18 or older. Services provided assist individuals to achieve self-sufficiency by developing, preparing, and helping place them in employment that provides paths to career advancement and self-sufficiency wages. The goal of the Adult and Dislocated Worker Programs is to assist job seekers in achieving their employment and career goals by providing a menu of WIOA services. Participants are provided access to basic and individualized career services, training, supportive services, placement assistance, and post program follow-up services for one (1) year through the County's network of AJCCs and local workforce system partners.

Basic Career Services are available to all individuals and do not require WIOA registration or enrollment. These services are provided virtually or at the resource rooms of each AJCC and include access to labor market information, supportive services information, financial literacy information, job postings, and similar self-service or information-only services.

Individualized Career Services are provided when an AJCC case manager determines these services are needed for an individual to obtain or retain employment. Services provided involve more dedicated staff time to ensure they develop and prepare the participant for job placement. Services may include, but are not limited to, the following: comprehensive and specialized assessments; individual employment plans; group counseling; individual counseling and career planning; short-term pre-vocational services; and transitional jobs.

Training Services may be provided to registered participants who after an interview, evaluation, or assessment, and career planning, have been determined to be unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services alone; be in need of training services to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment; have the skills and qualifications to successfully participate in the selected program of training services; and who are unable to obtain other funding assistance for such services or require additional assistance beyond the funding available from other grants. L.A. County focuses on providing training to participants in high-growth and other promising industry sectors which include construction, advanced manufacturing, trade and logistics, entertainment and infotech, healthcare, and leisure and hospitality. Training

in other sectors is also available upon review and approval from DEO. Training services available may include, but are not limited to, the following: occupational skills training; on-the-job training; a combination of workplace training with instruction; private sector training; skill upgrading and retraining; entrepreneurial training; job readiness training; and customized training.

Supportive Services may be provided to participants who are receiving career and/or training services and who are unable to obtain services through other programs, but need these supports to successfully participate in program activities or to be placed into employment. Services may include, but are not limited to, the following: transportation; childcare and dependent care; housing; educational testing; uniforms, work attire, and work-related tools; and books, education fees, and school supplies.

Follow-Up Services are provided to all participants placed in unsubsidized employment and are available for up to 12 months after the first day of employment. These services are intended to help individuals retain employment, earn wage gains, or advance within their occupation. Provision of appropriate follow-up services ensures that AJCC career planners and case managers provide impactful services post-employment to enable participants to flourish in their careers and meet their employment needs and to address the needs of any individuals that may need further program services.

Priority of Service

Priority of service is given to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient, when providing individualized career services and training services. AJCCs are also required to provide priority of service to veterans and eligible spouses for all WIOA-funded activities, including technology-assisted activities. Priority for WIOA Adult and Dislocated Worker programs is in the following order:

1. Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
2. Individuals who are the recipient of public assistance, other low-income individuals, or individuals who are basic skills deficient.
3. Other veterans and eligible spouses.
4. Priority populations established by the Governor and/or the LA County WDB; then,
5. Other individuals not included above.

Priority of service means that individuals are entitled to take precedence over others in obtaining employment, training, and placement services in the order noted above, receiving access to a service earlier in time than other individuals, and, if the resource is limited, receive access to the service instead of or before other individuals.

In implementing priority of service, AJCCs must ensure priority populations receive basic career services and individualized career services before others. Additionally, AJCCs must ensure priority populations receive priority on waiting lists for training slots and are

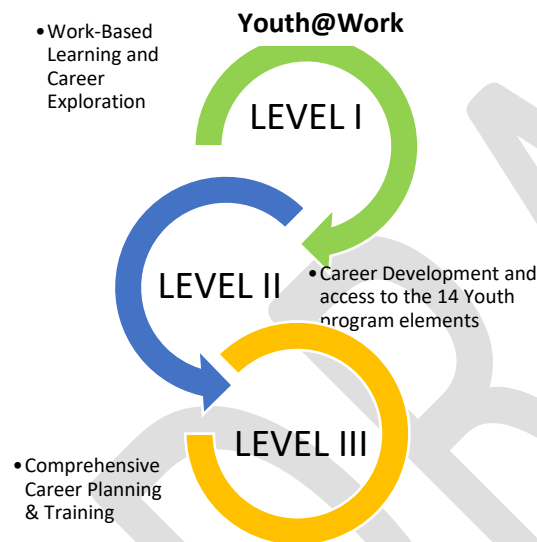
enrolled in training prior to other individuals. However, once a non-priority participant is enrolled in a workshop or training class, priority of service is not intended to allow bumping of the non-priority participant from that class or service.

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

Eligible individuals ages 14 to 24 may receive a wide variety of services under WIOA Title I and other Youth programs administered by Los Angeles County.

WIOA Youth Program/Los Angeles County Youth@Work

The WIOA Title I Youth program is braided with additional funds from federal, state and County sources to provide comprehensive services offered collectively as the “Youth@Work” program through the network of 19 AJCCs. Youth@Work offers youth three (3) levels of service, depending on the age and career development needs of each participant.



Level I is work-based learning and career exploration. Level II is Career Development, which combines education training and work experience, along with access to all the 14 WIOA Youth program elements. Level III is Comprehensive Career Planning & Training. This level brings young adults closer to their career goals through co-enrollment in the WIOA Adult program for the provision of training that prepares them for employment. The County provides funding to the LABRPU for Youth@Work Level I services to carry out uniform, work-based learning for approximately 10,000 youth each year.

Youth@Work meets youth where they are and prepares them to enter career pathways in priority sectors by introducing them to Earn & Learn opportunities as early 14 years old. Youth progress along their career path by matriculation through the levels of service, as needed. This career development approach supports youth in making informed career decisions over time based on labor market information, real-life work experience, and advanced education and/or training opportunities that move them deeper each year into the skilled labor force.

Priority is placed on reengaging disconnected, out-of-school youth in employment and/or education that leads to viable career paths. Level I services are paired with paid Personal Enrichment Training (PET) modules that include financial literacy, life skills, work ethics, career exploration, and goal setting based on Stephen Covey’s *7 Habits of Successful Teens*. PET activities are also aligned with the Transitional Age Youth World of Work (TAY-WoW) curricula, which is an evidenced-based and trauma-informed model as provided through a partnership with the Los Angeles Opportunity Youth Collaborative

(OYC) by way of Columbia University. Implementation of TAY-WoW has brought consistency across the region as it is also provided through the LABRPU, Probation camps, and the Los Angeles Unified School District.

Under the umbrella of Youth@Work, the County launched its first public sector pathway program under the Countywide Youth Bridges Program (CYBP). CYBP is provided in partnership with the County's Department of Human Resources (DHR) which coordinates worksites with the 39 County departments to provide youth an onramp to County employment or with private sector businesses after the internship. The COVID-19 health crisis completely halted in-person work experience, including opportunities through CYBP. Recognizing the need to engage youth during these stressful times, the County developed a completely virtual component which includes a paid 20-hour soft skills component and developed a telework policy to allow telework or project-based assignments that underserved youth can complete from home. The County has also made it a priority to improve digital literacy for its youth population by developing and implementing programs inclusive of computer training and virtual services.

As a result of the pandemic, the County quickly engaged with the OYC to transition delivery of the PET from a traditional in-person model to a virtual model. Our deep-rooted partnership with the OYC allowed for a quick pivot for the network of AJCCs and the LABRPU to deliver live virtual work-readiness training. The OYC continues to provide technical assistance to all AJCC staff in developing their on-line facilitation skills and supports facilitators in engagement strategies of youth via a virtual platform using Google Classroom and other similar systems. This has allowed all participants to remotely develop soft skills and receive peer support in an engaging learning environment while getting paid for their participation. Subsequently, the County partnered with the OYC, Arizona State University' and the Schultz Family Foundation to make available the Career Edge virtual platform, which introduces skills development and careers to all workforce program participants and an additional hands-on platform, the Edge, which includes modules across three (3) primary domains: 1. customer service, 2. leadership, and 3. personal development. This has enabled all participants to remotely develop soft skills and receive peer support in an engaging learning environment while getting paid for their participation. Moving forward, we are working with Edge to develop sector-focused career exploration prior to placement at a worksite.

Prior to the COVID-19 pandemic, paid work experience was traditionally conducted at physical worksites. Subsequently, it has been expanded to include worksites that allow for remote work along with corresponding policies. Two major avenues of change for hands-on learning are being developed in this space: 1) telework and 2) project-based learning (PBL). Telework consists of worksites that have agreed to host youth remotely. These youth are paid hourly for fulfilling the basic job duties and responsibilities for the position for up to 100 hours. PBL opportunities connect private, public, and non-profit organizations to youth to complete projects with an agreed upon deliverable. Following the assignment, the youth have created a product that can be added to their portfolio. In some cases, youth collaborate with their peers to complete components of larger projects,

some of which will be in service to their communities. The AJCCs continue to identify worksites that are committed to partnering in this new normal.

As part of the LABRPU's commitment to improve outcomes for Opportunity Youth including foster, system-impacted, homeless, and TANF youth, all seven WDBs in the region entered into a non-financial MOU to leverage our regional impact and prioritize 30% of the region's collective WIOA Youth dollars to serve these most vulnerable populations. The region's aspirational vision is that:

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

What's New? The impact of the pandemic hindered the realization of this important work. It is the intent of Los Angeles County to reconvene the LABRPU to move this commitment forward through the remainder of this plan.

Services to Increase the Digital Skills of Youth

Youth@Work is leveraged with CYBP as a foundational instrument which supports a variety of hiring initiatives and prepares youth to gain meaningful work experience in Information Technology (IT) and successfully apply for entry-level IT positions within the County. The program takes a multi-pronged approach by developing new career opportunities for youth, by identifying career advancement and mentorship opportunities as youth receive mentoring from County managers and supervisors. Youth are introduced to occupations in areas such as application development, IT security, cyber engineering, and integrated radio systems.

What's New? Youth@Work is a talent-feeder for [Delete the Divide](#), an initiative launched by the County BOS and lead by the County's Internal Services Department (ISD) to empower youth and small businesses in underserved communities who are adversely impacted by the digital divide. The County has formed partnerships with public, private, academic, and community-based organizations to unify efforts in ensuring that disadvantaged communities have direct access, training, and support services in modern technologies. These partnerships will provide youth with a wide range of educational programs, technical certifications, job shadowing, mentoring, corporate tours, paid internships, academic scholarships, and pathways to well-paying careers. The internships and job training help our young people explore opportunities in computer and information technology industries and prepares them with the skills and professional network needed to pursue a career in the technology field. Participants will also gain practical experience working on technology projects in their own neighborhoods, plus incentives and recognition awards. DEO is working with ISD to coordinate referrals of

interested youth with receptive business partners through an online platform. Through this effort data is readily available to identify interested participants, inform trends, inform areas of impact and improvement, and the tracking of performance.

Serving Youth with Disabilities

Youth@Work advances employment opportunities and related life experiences for young people with disabilities through our network of the AJCCs. The AJCCs provide access to appropriate services so that all youth with disabilities receive inclusive and equitable opportunities. Specifically, the AJCCs help job seekers with disabilities who need additional services to become qualified for employment in the following manner:

- Referrals to job openings or trainings
- Career Counseling with subject matter experts, such as DOR
- Job search assistance and workshops
- Testing
- Referrals to additional supportive services in the community, such as to DOR

What's New? The WDB has established a partnership with RespectAbility and the OYC to jointly identify and define a clear youth strategy that considers young people with disabilities.

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

The Los Angeles County Board of Supervisors has designated DEO as the administrator for the federal WIOA funding received each year. DEO conducts procurement for the WIOA AJCC system (which includes all WIOA Title I programs, along with County funding) through a Request for Proposals (RFP) competitive bid process to award sub-grant contracts to AJCC/One Stop Operators and WIOA service providers. When DEO publishes its RFP to procure WIOA program services, a proposer's conference is held. Proposals are reviewed by a panel of subject matter experts. Then, with the agreement of the County Board of Supervisors, the WDB selects contractors. DEO executes contracts pursuant to the results of the competitive procurement process.

DEO is the fiscal agent for WIOA Title I funds received by Los Angeles County and is responsible for the disbursal of grant funds.

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

Through the competitive RFP process described above, contracts are awarded to successful bidders for the roles of the AJCC/One-Stop Operator (OSO) and career services provider. A single contractor fulfills both functions at each AJCC in the Los Angeles County Local Workforce Development Area. The role of the OSO is the coordination of services throughout the AJCC network including the Comprehensive AJCC, AJCC, specialized AJCC, AJCC Affiliate within its designated sub-region, as

described in WIOA sec. 121(d). The OSO ensures the following for the designated sub-region:

- Coordinates service delivery among partners;
- Coordinates service delivery among physical and electronic sites;
- Coordinates services across the local area system;
- Acts as primary provider of services at physical sites;
- Manages hours of operation at all sites;
- Manages technological resources such as websites, case management information, business networking software, on-line testing sites;
- Manages daily operations through coordination with County's WIOA fiscal agent for lease, utilities, and other invoice remittances;
- Manages partner responsibilities as defined in the WIOA Partner MOU;
- Manages services for individuals;
- Manages services for businesses and employers;
- Ensures provision of basic services such as orientations, information on careers and labor markets, and resource rooms;
- Submits annual staffing, operational budgets, and any other Contract required documents;
- Follows federal and state regulations, including procurement policies relating to the calculation and use of profits, including those delineated in WIOA Final Rule § 683.295, the Uniform Guidance at 2 CFR part 200, and other applicable regulations and policies;
- Ensures implementation of WDB and County policies;
- Reports to County on operations, performance accountability, and continuous improvements as required; and
- Manages the Comprehensive AJCC or AJCC Certification Process, as set forth and guided by County.

As the career services provider, the contractor is responsible for:

- Providing basic career services including, but not limited to, participant intake, orientations, initial assessments, employment services, and referrals to other partners and services;
- Providing individualized career services, including but not limited to, comprehensive and specialized assessments, case management, individual employment plans, career planning, and vocational counseling;
- Managing the daily operations in coordination with the County for the lease, utilities, and other property activities in support of AJCC premises; and
- Managing the hours of operation for AJCCs.

Current AJCC Operators and Career Services Providers

As of the biennial update to the PY 21-24 Local Plan, the following contractors currently serve as career services providers and OSOs for the WIOA-funded workforce development system overseen by the Los Angeles County WDB:

Catholic Charities of Los Angeles: East Los Angeles/West San Gabriel Valley Comprehensive AJCC, South Los Angeles AJCC, and Alhambra Affiliate AJCC.

Community Career Development: Rancho Dominguez Comprehensive AJCC and Willowbrook Affiliate AJCC.

Goodwill Southern California: East San Gabriel Valley Comprehensive AJCC, Santa Clarita AJCC, Northeast San Fernando Valley AJCC, and Baldwin Park Affiliate AJCC.

Hub Cities Consortium: Southeast Los Angeles Comprehensive AJCC and Slawson Affiliate AJCC.

JVS So Cal: Antelope Valley Comprehensive AJCC, West Los Angeles AJCC, Veterans AJCC, and Palmdale Affiliate AJCC.

Managed Career Solutions: Pomona Valley AJCC and West Covina Affiliate AJCC

Southeast Area Social Services Funding Authority: Rio Hondo Comprehensive AJCC and Whittier Affiliate AJCC.

V. COMMUNITY AND STAKEHOLDER INPUT AND CONSIDERATIONS FOR PROGRAM YEARS 2021- 24

Based on discussions held throughout the planning process utilized to develop the original PY 21-24 Local Plan, the following topics or themes were identified as priorities for further exploration, development, and/or enhancement for the WDB and the partners over the four-year active period of the Local Plan.

System Focus

- Enhance communication across disciplines and throughout the community including community-based and faith-based organizations.
- Increase alignment among workforce system partners and allied delivery systems, such as AJCCs, education agencies, and health and human services organizations.
- Develop staff training to promote continuous capacity building and consistency throughout the AJCC system.
- Provide implicit bias, cultural competence, and mental health training for staff to mitigate inequities and disenfranchisement.
- Improve digital literacy including training for staff and participants on the use of electronic devices.

Population Focus

- Strategies to better serve individuals who are experiencing homelessness and/or housing insecurity.

Business Focus

- Convene and engage employers in high growth sectors to understand and meet their labor force needs.
- Strengthen partnerships between business and AJCC system.

Service Delivery and Processes

- Strengthen wraparound services to eliminate and reduce barriers such as housing insecurity, transportation, childcare, mental health, and others.
- Consider options to streamline the participant intake processes.
- Invest in technology, including mobile applications and web-based platforms, that will strengthen connection, communication, and collaboration across the workforce system.

Information on the process used to gather community and stakeholder input is provided in Attachment 1.

In preparing the Biennial Modification to the L.A. County WDB PY 21-24 Local Plan, leadership from the Department of Economic Opportunity led a process to gather additional community input. Over a series of discussions, the following themes and recommendations emerged:

System Focus

- Develop meaningful partnerships between the AJCCs and Worker Centers.
- Build stronger connections between the public workforce system and mental health services programs. Consider the AJCCs' adoption of mental health assessments to assist job seekers in their preparation for employment
- Develop a countywide assets map of workforce development, business services, and community support programs that indicates the location and resources of providers.
- Fully and effectively, capture successes of the County workforce system and use them to promote the system to potential customers.

Population Focus

- Develop strategies to more efficiently integrate immigrants into the workforce.
- Develop approaches and services that reflect the values and preferences of younger generations of workers.
- Fully engage County departments, programs, and resources as partners with the workforce development system, as job seekers and business customers.

Business Focus

- To engage businesses as workforce system customers, implement branding and marketing approaches that are private sector oriented.
- As the pool of candidates remains insufficient to meet the talent needs of businesses in L.A. County, advise and support businesses on strategies to promote employment with their companies and retain employees once they are hired.
- Provide support to businesses in developing diversity, equity, and inclusion goals and strategies.
- To engage businesses as workforce system customers, implement branding and marketing approaches that are private sector oriented.
- As remote work becomes a sustained modality for many jobs, consider the need to outreach to businesses in other locations.

Service Delivery and Processes

- Expand strategies providing alternatives access to workforce services, including availability of in-person services during non-traditional hours, such as evenings and weekends.
- Provide all workforce system customers with a path to careers that pay family-supporting wages and opportunities for economic security.
- Respond to the widespread need among job seekers for technology support, making available free or low-cost devices to connect to and utilize web-based resources.
- Through partnerships, public programs, grants and other resources, expand the types and levels of supportive services for job seekers, many of whom have a wide variety of needs.
- Expand the use of “navigators” to support job seekers in understanding the wide range of programs, services, and supports that are available.
- Expand the use of apprenticeships as they provide wages during training, credentials recognized by industry, and paths to middle class wages.
- Implement effective strategies, including easier access to childcare, to support women in returning to and remaining in the workforce.

Staff Development

- Engage staff with lived experience to work with customers that have similar backgrounds and life experience.
- Invest in ongoing staff training for the AJCC system and reward staff who achieve skills acquisition benchmarks.

Again, information on the process used to gather community and stakeholder input for the Biennial Modification to the Plan is provided in Attachment 1.

As part of the process to develop the biennial update to the local plan, DEO leadership engaged the Workforce Development Board in a planning discussion on January 24, 2023. Key recommendations coming out of this discussion include:

- Skill up workers and job seekers from entry level jobs;
- Provide paid pre-apprenticeships and internships with philanthropy and other means;
- Identify transferable skills via scaffolding system in each sector;
- Include climate resiliency in new program developments and designs;
- Leverage apprenticeship funds offered by fed/state to all job seekers and support employers;
- Create an interactive map of job seekers and hiring opportunities;
- Data Analysis: Support employers hiring based on skills & capabilities;
- Ensure front lone staff have lived-in experience & be diverse representing the community;
- Make the programs more fluid, agile and nimble to respond in meaningful way during any crisis;
- Gaps in resources need with industry/ Education/Workforce;
- Community colleges need certification courses now to get to jobs quickly i.e. trade tech;
- How to make access points clear for job seekers to find resources easily and quickly;
- Utilize LAEDC's available resources to expand our services;
- Asset mapping for service delivery+ KPIs associated with the system Strategic partnership;
- Staff development to drive competition;
- Get federal funds to connect with small business community via CERF- activating networking;
- Integrating vs fragmenting;
- Shift focus from large employer to small business;
- Digital literacy + AI where are trends in labor market and understand employer needs;

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

Attachment 1**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 original PY 2021-2024 Local Plan, the L.A. County WDB hosted a series of five community and stakeholder forums focused on topics affecting strategies and services across the system. Participants included business, education partners, community-based organizations, labor representatives, faith-based organizations, AJCC Operators, and interested members of the public. These forums included:

High Road Training Partnerships: This topic principally considered ways to support establishment of partnerships to focus on growth industries and other target sectors, including developing and enhancing communication across sectors and organizations, diversifying partnerships, focusing on target populations and their specific needs, inclusion of priority populations, such as those with disabilities, and ensuring programs concentrate on more than just job placement.

Equity and Equitable Access: Participants considered strategies for increasing equity and equitable access within the workforce. Discussion included creating partnerships or establishing linkages among AJCCs, businesses, and other relevant organizations to better promote opportunities and programs that better align with community/client need; and connecting with community colleges and working closely with them to interact with the most vulnerable members of the community. The audience considered how equity can be advanced for BIPOC and LGBTQ populations to support development of a stronger workforce in the County.

Unserved and Underserved Populations: This discussion focused on approaches to better serve historically unserved and underserved populations, which include, but are not limited to, those with disabilities, immigrants, youth, older adults, homeless and housing insecure individuals, BIPOC populations, and more. Participants considered major needs and most critical barriers individuals from vulnerable populations face in preparing for, entering, and remaining in the workforce.

Sector Clusters and Career Pathways: This forum focused on methods, strategies, existing programs, and new suggestions for helping job seekers succeed in their career preparation. Further, this forum focused on developing an understanding of how the workforce can best meet employers' needs and how the workforce can achieve sustainable wages and navigate the system for career growth.

The Digital Divide and Modernization of the AJCCs: This meeting addressed the digital divide that has widened since the start of the pandemic. Participants in the discussion were asked to assess where organizations have opportunities to improve accessibility and support for clients. Strong and common themes included investing in technology that will strengthen connections, communication, and collaboration across AJCCs, developing

a mobile application for clients, coordination technology and digital literacy training, aligning program and services to local school curricula, and connecting workforce programs to housing services and programs to address a wide range of needs.

Session 1: High Road Training Partnerships held on January 8, 2021 (virtual session)

Session 2: Equity and Equitable Access held on January 15, 2021 (virtual session)

Session 3: Unserved and Underserved Populations held on January 27, 2021 (virtual session)

Session 4: Sector Clusters and Career Pathways held on January 29, 2021 (virtual session)

Session 5: The Digital Divide and Modernization of the AJCCs held on February 5, 2021 (virtual session)

Date	Target of Outreach	Mode of Outreach	Summary of Attendance
1/8/2021	Employers, Labor Organizations, Education Partners, Community-Based Organizations, Faith- Based Organizations, AJCC System Partners	Virtual via Microsoft Teams	Average Attendance per Forum: 180
1/15/2021			
1/27/2021			
1/29/2021			
2/5/2021			

Summary of 2023 Biennial Modification to the PY 21-24 Local Plan Stakeholder and Community Engagement Forums:

During the development of the 2023 Biennial Modification to the PY 21-24 Local Plan, L.A. County WDB hosted seven community and stakeholder forums and a Special Board Meeting covering the following five themes:

Economic Recovery and the Role of the Workforce System: As the economy continues to adjust to the endemic phase of COVID-19, businesses and the public are becoming accustomed to a fluctuating recovery characterized by shifting demand and supply side priorities and needs. For the workforce development system, a return to “business as usual” means adapting to a new normal. This process brings with it a wide range of challenges, along, potentially, with significant opportunities.

Businesses as Trainers - How the workforce system partners can better support work-based learning: Even before the pandemic, businesses in Los Angeles County and beyond were struggling to find workers that meet their unique skill needs. While working with postsecondary education to design curricula to address these needs is one proven

strategy, so too are work-based learning programs, through which new employees acquire skills while they are working and getting paid. Still, many businesses are hesitant to take on the role of trainer, as it is outside their traditional role and their “comfort zone.” Workforce development system partners have a wide range of tools at their disposal – from on-the-job training to transitional jobs and apprenticeships – to assist businesses in training new workers.

Getting Hybrid Service Delivery Right - Finding the Right Mix of In-Person and Virtual Services to Meet Customer Needs: A biproduct of the earliest phases of the pandemic was the immediate and comprehensive adoption of virtual services by businesses and organizations of all types. For the workforce development system partners (including career centers, institutions providing training, and various state and county agencies), a shift to virtual service delivery enabled us to continue to meet the needs of job seekers and employers at a time when in-person contact was inadvisable. With public health restrictions now largely lifted, the full range of in-person services can once again be made widely available. However, like other industries, the workforce system is grappling with decisions on how to balance the use of virtual and in-person services to best address needs and preferences of all customers.

Building Frontline Staff's Equity and Cultural Competency Skills: The L.A. County workforce development system strives to ensure that its representatives, including the frontline staff of the America's Job Centers of California (AJCCs), have the training, knowledge, skills, and experience to work effectively with customers from all backgrounds, along with those with a wide range of life experiences. To build staff knowledge, the County will assemble a slate of training topics in which AJCC staff and system partners will participate. Cultural competency; trauma-informed service delivery; and diversity, equity, and inclusion are among the topics that should be addressed. The County wants to identify what other knowledge is critical to developing a more aware, empathetic, and effective team of workforce professionals.

Strengthening Community-Based Partnerships: With the implementation of the Workforce Innovation and Opportunity Act (WIOA), federal workforce development programs sent a clear message about the importance of collaboration across an array of federally funded programs. L.A County's workforce development system has achieved remarkable success in developing and maintaining partnerships with a wide range of federal, state, and local programs that supplement and enhance the efforts of County-administered America's Job Centers of California (AJCCs). Still, there is room for improvement in terms of collaboration with community and grass roots organizations.

A workforce development subject matter expert was engaged to moderate the forums and the Special Board Meeting, which were held as follows:

Session 1: Economic Recovery and the Role of the Workforce System held on November 15, 2022 (in-person and virtual hybrid session)

Session 2: Businesses as Trainers held on November 15, 2022 (in-person and virtual hybrid session)

Session 3: Getting Hybrid Service Delivery Right held on November 16, 2022 (in-person and virtual hybrid session)

Session 4: Building Frontline Staff’s Equity and Cultural Competency Skills held on November 16, 2022 (virtual session)

Session 5: Strengthening Community-Based Partnerships held on November 29, 2022 (in-person and virtual hybrid session)

Session 6: Economic Recovery and the Role of the Workforce System held on December 13, 2022 (virtual session)

Session 7: Strengthening Community-Based Partnerships held on December 15, 2022 (virtual session)

WDB Special Board Meeting: A discussion session was held with WDB members on January 24, 2023. The board reviewed all five topics presented during the community and stakeholders forums and provided their input on each.

For individuals not able to participate in the forums or who wished to provide additional input, the County created a format for providing comments in writing. This process remained open from mid-November through mid-December 2022.

The table below summarizes participation in the community and stakeholder engagement process to develop the 2023 Biennial Modification to LA County WDB’s PY 21-24 Local Plan:

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC	AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations,	<ul style="list-style-type: none"> 90 attendees on 11/15/2022 	Topic: Economic Recovery and the Role of the Workforce System. Session: Hybrid Presentations, minutes and attendance records are available

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Partners and Staff, general public	Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov		
Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public	AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov	<ul style="list-style-type: none"> • 80 attendees on 11/15/2022 	<p>Topic: Businesses as Trainers.</p> <p>Session: Hybrid</p> <p>Presentations, minutes and attendance records are available</p>
Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public	AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov	<ul style="list-style-type: none"> • 52 attendees on 11/16/2022 	<p>Topic: Getting Hybrid Service Delivery Right.</p> <p>Session: Hybrid</p> <p>Presentations, minutes and attendance records are available</p>
Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA	AJCC System Partners and participants, WDB Members and their network, Local	72 attendees on 11/16/2022	Topic: Building Frontline Staff's Equity and Cultural Competency Skills.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
<p>County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public</p>	<p>Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov</p>		<p>Session: Virtual</p> <p>Presentations, minutes and attendance records are available</p>
<p>Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public</p>	<p>AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov</p>	<ul style="list-style-type: none"> • 157 attendees on 11/29/2022 	<p>Topic: Strengthening Community-Based Partnerships.</p> <p>Session: Hybrid</p> <p>Presentations, minutes and attendance records are available</p>
<p>Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC</p>	<p>AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations,</p>	<ul style="list-style-type: none"> • 98 attendees on 12/13/2022 	<p>Topic: Economic Recovery and the Role of the Workforce System.</p> <p>Session: Virtual</p> <p>Presentations, minutes and attendance records are available</p>

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Partners and Staff, general public	Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov		
Email distribution lists: DEO Newsletter (17,000+)/social media (10,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public	AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov	90 attendees on 12/15/2022	<p>Topic: Strengthening Community-Based Partnerships.</p> <p>Session: Virtual</p> <p>Presentations, minutes and attendance records are available</p>
Email distribution lists: DEO Newsletter (17,000+), LA County Board Members for distribution to their constituents, County Board of Supervisors and Local Elected Officials, AJCC Partners and Staff, general public	AJCC System Partners and participants, WDB Members and their network, Local Elected Officials and their network, LABRPU, DEO Staff, County Departments, Community members, local businesses and Employers, Labor organizations, Education and Training partners, CBO's, FBO's, and all subscribers to LACounty.gov	134 attendees on 01/24/2023	<p>Topics: Economic Recovery and the Role of the Workforce System; Businesses as Trainers; Getting Hybrid Service Delivery Right; Building Frontline Staff's Equity and Cultural Competency Skills; Strengthening Community-Based Partnerships; Economic Recovery and the Role of the Workforce System;</p> <p>Session: Virtual</p> <p>Presentations, minutes and attendance records are available</p>

Attachment 2

**PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE
2023 BIENNIAL MODIFICATION TO THE PY 21-24 LOCAL PLAN**

1. From: _____ Date: _____

Comment:

2. From: _____ Date: _____

Comment:

DRAFT

SIGNATURE PAGE

The following signatures represent approval of the Local Plan by the Los Angeles County Workforce Development Board and the Chief Elected Official for the Local Workforce Development Area.

As per WSD22-05, we anticipate receiving the signature of the Chief Local Elected Official by June 1st, 2023.

For the **Los Angeles County Workforce Development Board (WDB)**

Darrel Saucedo, Chair, LACWDB

Date

For the **County of Los Angeles – Chief Local Elected Official**

Janice Hahn, Chair, Los Angeles County Board of Supervisors

Date