

WIOA
Local
Workforce
Plan

2021 -
2024

City of Los Angeles Workforce Development Board

Executive Summary

The City of Los Angeles (City) Workforce Development Board's (WDB) Local Plan outlines the vision of its workforce development system to prepare and place individuals into self-sufficient employment, focuses on career pathway employment opportunities, and emphasizes strategies for system collaboration. The three pillars of the Local Plan **align with the California State Plan's three policy objectives**: 1) fostering demand-driven skills attainment; 2) enabling upward mobility; and 3) aligning, coordinating and integrating programs and services to economize limited resources. The strategies include:

- Focusing on education and training for all job seekers (adults, youth, dislocated and incumbent) by emphasizing credentials and high school graduation attainment;
- Engaging employers and industry groups to develop strong sector pathways to address the evolving demands of the economy and the required workplace skills;
- Coordinating with the Los Angeles workforce development community (local school district, community colleges, training providers, and *especially* employer and related business/industry groups) to build partnerships and systems to increase workforce outcomes. Several populations, particularly those with multiple barriers to employment (low income and disadvantaged worker populations: individuals with a history of homelessness, women and men of color, disabilities, veterans, ex-offenders, English Language Learners [ELL], high-school drop-outs, foster youth and other disconnected workers), need to be better served by *all* systems of care.

Education/Training

A top priority of the Board is to ensure that the City has a high functioning education and workforce development system in place, one that produces skilled workers for *quality jobs*¹ in the Los Angeles Region. As economic data from the Los Angeles County Economic Development Corporation (LAEDC) indicates, there are many quality jobs available in the Los Angeles area. However, the nature and entry requirements have changed significantly over the last two decades. While the best paid positions are often occupied by workers who have at least a bachelor's degree, there are other good, middle-skills jobs that only require some level of postsecondary education or credential beyond a high-school diploma alone. Workers with such occupational and trade credentials earn above the region's median household income.

Demand for these middle-skill jobs is strong, accounting for half of all job openings in California. This demand is anticipated to be more robust once the restrictions due to the novel coronavirus pandemic are lifted, not only because of previously anticipated above-average growth in particular industries and the need to replace an increasing number of retiring workers, but also the need to replace employees who moved on to other work during the pandemic. It is estimated that only 43 percent of the local workforce is educated

¹ Quality jobs are those that pay livable wage and that provide benefits, decent working conditions and opportunities for advancement.

or trained to the middle-skill level. Forty-four percent are low-skilled workers competing for a dwindling number of low-skill jobs. Although leading and competitive industries have occupations that require both substantial work experience and education beyond a high school diploma, addressing this “skills gap” through education and training is critical to developing a vibrant labor force that meets the needs of high-demand employment sectors² in the City of Los Angeles.

Engaging Employers

Another key part of the Local Plan is a focus on engaging the employer and business community to understand their needs for a skilled and trained workforce. Linking employers and business groups with local community colleges, training providers, and high school career-technical programs will help ensure that curricula and credentials align with actual industry needs. Adopted City workforce policies emphasize key high-growth industry sectors, in occupations with clear career pathways that allow advancement. A demand-driven workforce development strategy that moves youth and adults into training and towards completing “stackable” industry-valued credentials will enable people to secure jobs with increasing responsibility and pay.

Coordinating Efforts

As demonstrated by the Board’s past and current efforts targeting populations with significant barriers to employment, building and sustaining partnerships and coordinating efforts of multiple systems of care are critical to improving the workforce and educational outcomes of job seekers. To be successful, these vulnerable populations require multiple and coordinated interventions and supports, not only for successful placement, but also for retention in employment.

The local workforce development system will continue its investment in youth who are disconnected from school and work. It is estimated that between 16 and 20 percent of youth ages 16 to 24, are disconnected from both education and employment. Given the “skills gap” that exists in our current workforce, the Local Board recognizes the importance of addressing out-of-school youth and reducing the high school drop-out rate in order to prepare our underserved youth for success in employment and adult life. The City and County have engaged the Reconnecting LA’s Youth (ReLAY) Institute at California State University Northridge to update the region’s Performance Partnership Pilot (LAP3) Strategic Plan to improve education, workforce, housing and health and well-being outcomes for disconnected youth.

Los Angeles led the federal LAP3 initiative that established a coordinated effort among local education, the workforce development system, employers, and other governmental and community-based organizations, to develop a regional vision for ensuring that disconnected youth had access to 1) educational attainment; 2) permanent housing; 3) stable employment; and 4) quality social and health well-being.

² According to the LAEDC, the industries likely to see an increase in demand for middle-skill jobs will be in the healthcare, global trade and logistics, transportation, construction, installation/repair, and knowledge-based fields.

The City continues to address the damaging effects of the novel coronavirus pandemic (COVID-19) on the local economy through innovative and increased focus on providing services via digital technology. During the COVID-19 lockdown, the City's AJCCs pivoted to digital platforms to provide continuous services to participants, including working with training providers who were able to offer either online-only or hybrid in-person/online classes. This movement to the virtual space assisted participants in completing certifications undertaken prior to State- and City-mandated lockdowns. The City secured several emergency grants, including funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act, to boost the amount and types of services available to jobseekers and employers, and through its AJCC system, provided financial supportive services that helped unemployed or underemployed residents pay rent, buy food, and keep utilities on.

While the long-term economic impact of COVID-19 continues to be assessed, the City will provide workforce and economic services to residents so that they are positioned to take advantage of any and all opportunities for sustainable and economically advantageous careers.

Vision

The Los Angeles Workforce Development System will be a nation-leading, equitable workforce development and training system that produces and places skilled workers into quality jobs in the Los Angeles region.

It is the shared vision of the Local Workforce Development Board (WDB), Mayor, City Council, and the city's Economic and Workforce Development Department (EWDD) to utilize the Workforce Development System (WDS) to increase equity by targeting the delivery of workforce services to respond to evolving economic and labor market conditions, especially for populations that have been left behind or underserved by the region's economic recovery.

Workforce Development System Goals/Mayor's Workforce Development Recommendations

In EWDD's Year 21 Annual Plan, the Strategic Framework consists of ten long-term strategic initiatives that were established in PY 2018-19:

1. Reducing homelessness by increasing employment opportunities

In alignment with the City of Los Angeles Comprehensive Homeless Strategy, the WDS will continue to expand existing efforts to provide job-skills training, employment services, and other related services for individuals currently and/or formerly experiencing homelessness. The WDS will also expand employer-driven pathways to well-paying, stable employment by integrating public, private, educational, and non-profit systems, including employment social enterprises.

In 2020, homelessness increased in both the City of Los Angeles (+16%) and Los Angeles County as a whole (+13%). There are over 66,000 individuals experiencing homelessness county-wide, with more than 41,000 in the City alone.

Equally troubling, homeless counts for youth under 18 years of age increased by 48% to 7,491; counts for families with children increased 42% to 3,902. Those homeless due to fleeing domestic violence / intimate partner violence increased 40% to 3,884. Senior (those aged 62 or older) homelessness went up 20% to 6,290. About 3,400 (5%) individuals experiencing homelessness were transgender or gender non-conforming. Los Angeles also continues to struggle with a high unsheltered homeless population, with 46,090 (72%) remaining unsheltered. Two-thirds of the unsheltered adults experiencing homelessness were homeless for the first-time last year, and 59% of them cited economic hardship as the cause.³

2. Increasing employment opportunities for all Angelenos through partnerships with major economic drivers in the region

Through the leadership of the Mayor's Office, the Los Angeles Workforce Development Board (WDB) established a goal of developing Memorandums of Understanding with the region's major public sector employers, including the Los Angeles World Airports (LAWA), the Port of Los Angeles, and the Department of Water and Power (DWP), in order to provide career pathways for Los Angeles residents. While the current COVID-19 crisis has slowed down public sector hiring in general, increased investments in economic development have aided EWDD in aligning economic and workforce development strategies more purposefully to address the needs of both employers and job seekers in the region.

3. Increasing access to career pathways through Industry Sector Strategies

EWDD will continue investments in key industry sectors that provide career pathways for all Angelenos.

4. Increasing services to targeted high-barrier populations (vulnerable populations) with a geographic focus

EWDD will increase enrollments and placements targeting communities with the highest concentrations of poverty and highest unemployment rates, as well as underserved target populations including, but not limited to, individuals with a history of homelessness, formerly incarcerated individuals, underrepresented ethnic groups, single-parents, older workers, disconnected youth, and transgender and other LGBTQ individuals.

5. Increasing Gender Equity

In line with the City of Los Angeles' commitment to achieving gender equality⁴ and gender equity⁵ in city operations, the Workforce Development System will continue to strengthen its efforts to integrate a gender perspective into the design,

³ Greater Los Angeles Homeless Count, 2020 Results - Los Angeles Homeless Services Authority

⁴ "Gender equality" refers to equal rights, life prospects, opportunities, and the power of women and men, girls and boys, and people of various gender expressions to shape their own lives. It is a rights-based concept with transformative connotations that embraces an intersectional view on inequalities between genders, and points towards change of gender-based power relations in all sectors of society. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159464/hot-issue-gender-equality-and-gender-equity/>

⁵ "Gender equity" refers to fairness and justice regarding benefits and needs for women and men, girls and boys, and people of various gender expressions. Thus, distribution of resources based on the needs of different groups of people. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159464/hot-issue-gender-equality-and-gender-equity/>

implementation, and evaluation of its services, to ensure that women and girls' unique needs are considered, and gender inequality is not perpetuated.

The need to strengthen programming to address barriers to employment faced by women has only been exacerbated by the pandemic. As noted in the Pathways to Economic Resiliency report, women have been disproportionately impacted by mass job losses resulting from the pandemic. As described in the report, 30 percent of women, compared to only 23 percent of men, filed for unemployment insurance claims following the start of the pandemic. Childcare was a major factor in women leaving the workforce.

In order to ensure equal opportunities for women and girls to access quality and empowering job trainings and employment, the WDS committed to seven tasks, pending the availability of funding. Gender Equity tasks include:

- a. Prevent Sexual Harassment within the WDS by ensuring staff is trained to prevent and address sexual harassment and discrimination in the workplace and are informed about their rights and existing resources.
- b. Implement and evaluate a train-the-trainer workshop on implicit gender bias and gender mainstreaming⁶ to increase the WDS' capacity to consider women and girls' unique needs in the design, implementation, and evaluation of its services, including in career counseling, trainings, and job placement.
- c. Gather and include data disaggregated by gender in all demographic and performance reports included in the WDB Strategic Annual Plan's list of strategies and activities. Baseline Gender Equity data is included in the following pages.
- d. Commission a study to identify high paid jobs and training opportunities for women and girls to help them advance in their careers and transition from low-paid middle skills jobs to high-paid middle skills jobs.
- e. Commission a gender analysis to assess what role the WDS, including the WorkSource Centers and the YouthSource Centers, can play to address existing barriers preventing women and girls from accessing quality job trainings and well-paid employment opportunities, including in non-traditionally female fields. For example, EWDD will partner with Women in Non-Traditional Employment Roles (WINTER) to recruit and provide short-term vocational training during non-traditional hours to prepare women for employment at Metro.

⁶ "Gender mainstreaming" is the process of assessing the implications for women and men of any planned action, policy or program, in all areas and at all levels before any decisions are made and throughout the whole process. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs so that both women and men benefit, and inequality is not perpetuated. Gender mainstreaming is not a goal in itself but an approach for promoting gender equality. The Swedish International Development Cooperation Agency, Sida, <https://www.sida.se/English/publications/159382/gender-mainstreaming/>

- f. Conduct a comprehensive assessment of how the WDS, including the LA:RISE grant, serves the female homeless population. The assessment will look at how many women versus men benefit from the WDS programs targeting the homeless population and provide explanations to those numbers.
- g. Design, implement and evaluate a pilot training program targeting survivors of domestic violence and human trafficking. As part of this work, the WDS will partner with the Los Angeles Housing and Community Investment Department (HCID) to identify clients from the Domestic Violence and Human Trafficking Shelters funded by the City.

6. Increasing employment outcomes for the reentry population

EWDD works with the offices of the Mayor and City Attorney to leverage investments of Los Angeles County and City funds to increase employment services for the reentry population.

7. Increasing education and/or employment outcomes for disconnected youth

The WDS will continue to provide leadership for integrating City, LAUSD, LACCD, and LA County services to increase educational, employment, housing, and social well-being outcomes of the City's disconnected youth. Through the Performance Partnership Pilot (P3) initiative and the YouthSource system, the WDS is providing regional leadership on expanding and integrating services to the region's disconnected youth population including foster, probation, dropout, and homeless youth populations.

8. Increasing impact of the City's Workforce Development System through the strategic alignment of City and Regional Planning Efforts (Los Angeles Regional Plan, Local Plan, WDS Annual Plan, and P3 Strategic Plan)

Over the last two years, the City of Los Angeles provided leadership to cross-jurisdictional efforts aimed at developing regional workforce development strategies. The WDS Annual Plan seeks to align the goals and objectives identified through the Regional, Local and P3 planning efforts undertaken by the City and key workforce development stakeholders in the region over recent years. These planning efforts seek to align workforce resources and programs to develop systematic and coordinated efforts to increase economic opportunities for those left out by the economic recovery.

a. Regional Plan

Aimed at the development and implementation of decision-making structures that will strengthen workforce activities and performance at the regional level of the seven Los Angeles Basin Local Boards. The Regional Plan supports the State Board's Unified State Plan goal of building regional sector pathways, including increasing industry-valued credential attainment and enrollment in apprenticeship through sector strategies; increasing employer engagement; and development of a regional communications effort between the seven regional boards. As required by WIOA legislation, which mandates a biennial review, this plan was modified to include specific plans to address the needs of the reentry population:

http://ewddlacity.com/images/reports/LARPU/LABRPU_Regional-Workforce-Development-Plan-2017-2020.pdf#zoom=80

b. **Local Plan**

Describes the City's WDS efforts to meet the goals and objectives of the Regional Plan, and to meet the federal and state intent of implementing the Workforce Investment Opportunity Act. Also required every four years, this plan was modified to include specific plans to address coordination with CalFresh Employment and Training programs; employment services for noncustodial parents; increased services for individuals with developmental/intellectual disabilities; and services for English language learners, foreign-born, and refugees. New requirements for the current local plan include expanding digital fluency and distance learning; ensuring cultural competencies and an understanding of the experiences of trauma-exposed populations; and a description of how the WDB fulfills the duties of the AJCC Operator and/or Career Services Provider under WSD19-13, "Selection of AJCC Operators and Career Services Providers":

http://ewddlacity.com/images/reports/LARPU/WIOA-CityLAWDB_LocalWorkforcePlan_2017-2020.pdf#zoom=80

<https://wibllacity.org/index.php/about-the-wdb/253-wdb-local-workforce-development-plans>

c. **Performance Partnership Pilot (P3) Strategic Plan**

Contains the collective efforts of over 40 organizations to improve the education, workforce development, housing, and social well-being outcomes of the region's disconnected youth. The goals and objectives link with specific strategies that would increase integration of city, county, and school district services. The plan also calls for specific policies to prioritize services for the region's disconnected youth populations.

9. **Training Angelenos to participate in the new green economy**

The City will work with partners at all levels of workforce development and educational institutions to foster the training and retraining necessary to provide opportunity for thousands of workers into a thriving middle class built on good, green jobs. Key to implementing this strategy is the successful roll-out of the newly announced L.A. Jobs Cabinet.

10. **Creating and expanding career ladder opportunities for L.A.'s workforce to fill the demand for early childhood education positions**

In response to Mayor Garcetti's 2019 State of the City Address⁷ announcements and Councilmember Paul Krekorian's legislative priorities, the City's Workforce Development System will create a workforce training and professional development plan for careers in early childhood education and development. This plan is not only necessary to address the longstanding teacher shortage in L.A.

⁷ Mayor Garcetti's April 29, 2019 State of the City Address text may be accessed in full at https://www.lamayor.org/sites/g/files/wph446/f/landing_pages/files/STATEOFTHECITY2019.pdf

schools, but it is also necessary for the City to be ready to leverage in full the expected increase of state funding for training and career development in this field. Governor Newsom has already proposed a new \$500 million investment for childcare education infrastructure, services, and workforce development.

Councilmember Paul Krekorian's February 27, 2019 motion⁸ provides important context regarding the level of childcare services and early education workers in L.A. *The State of Early Care and Education in Los Angeles County*, a study commissioned by the County of Los Angeles and First 5 LA in 2017, found that "there are approximately 650,000 children under the age of five in Los Angeles County, yet licensed centers and family child care homes only have the capacity to serve 13% of working parents with infants and toddlers." High quality early childhood education is not only essential for a child's healthy development, but also a critical element in allowing parents to work and encouraging citywide economic development.

LAUSD's Division of Adult and Career Education is collaborating with the City in this effort by adding new early childhood education training programs at Maxine Waters Employment Preparation Center, East Los Angeles Occupational Center, and West Valley Occupational Center.

The Local Workforce Development System

The City of Los Angeles has strategically located adult and youth centers in areas of the City with the highest concentrations of poverty, long-term unemployed, and lowest educational attainment rates. Since the implementation of the Integrated Services Delivery (ISD) model in Program Year (PY) 2014-15, the AJCC System continues to operate as follows:

- The ISD model enables AJCCs to enroll all eligible participants, thereby significantly increasing the number of participants served by the centers;
- Harnessing new technologies and web-based applications has expanded access to services;
- Continued systemic focus on developing Career Pathways opportunities in high-demand employment sectors has enabled participants to secure living wage employment;
- Leveraging strategic partnerships with education, employment training, and social-service providers has provided more comprehensive services to program participants; and
- Continued increase in service levels for vulnerable populations (e.g., Returning Veterans, Individuals with Disabilities, English Language Learners, Individuals Experiencing Homelessness, Mature/Older Workers, Reentry Adults and Youth, and Non-Custodial Parents).

⁸ City Councilmember Paul Krekorian's February 27, 2019 motion may be accessed in full at http://clkrep.lacity.org/online/docs/2019/19-0213_mot_02-27-2019.pdf

The EWDD manages a network of workforce service providers comprised of 16 America's Job Centers of California (AJCC), known locally as WorkSource Centers, and 14 specialized Youth AJCCs, known locally as YouthSource Centers (YSC). These centers are located strategically throughout the City, where they provide diverse workforce development services for City residents and businesses.

In a typical program year (defined as July 1st to June 30th), the AJCC system serves approximately 30,000 enrolled adults and dislocated workers through coordination, integration, and leveraging of both resources and competencies of the system's partners. Due to the 2020 novel coronavirus pandemic, however, the AJCC system served 18,931 adult and dislocated workers in Program Year 2019-20 and has served 9,475 adult and dislocated workers to date in Program Year 2020-21, for a total of 28,406 participants served. Key to the local area's recovery effort will be enhanced concentration on continuous and open coordination with key partners described in Section I below.

The WDS includes not only the AJCC and YSC systems, but also a network of partners that are committed to improving the employment and educational outcomes for its customers. These partners include multiple City departments, State agencies, local educational institutions, chambers of commerce, economic development agencies, businesses, and local veteran and labor organizations.

Through partnerships with other governmental and community-based programs, the YSC system provided over 20,000 young Angelenos work experience in PY 19-20. For PY 20-21 we have funds for over 8,000 subsidized placements and plan to maintain the 20,000 work experience opportunities through a combination of direct hires and subsidized placements. The centers are predominately operated by community-based nonprofit organizations and are located in areas of the city with high poverty and a high risk of dropouts. In addition to providing WIOA youth services, the YSCs serve as "drop-out recovery centers" with the collocation of certified Los Angeles Unified School District (LAUSD) student counselors who have access to student data to determine attendance patterns, credits earned toward graduation, test scores, and behavioral patterns. This shared-focused program was accomplished by formalizing a regional partnership with the LAUSD. The formal partnership placed a Pupil Services and Attendance (PSA) Counselor at each of the YSCs. Through this partnership, PSA counselors complete educational assessments for all YSC participants. The information obtained is used by the counselor and center case management staff to determine the best approach for that youth. This highly effective partnership ensures that out-of-school youth successfully return to school and/or post-secondary employment training programs in high-demand employment sectors.

I. WIOA Core and Required Partner Coordination

The Los Angeles Workforce Development System (WDS) AJCC partners are jointly responsible for workforce and economic development, educational, and other human services programs. As described in the City's Memorandums of Understanding (MOUs), the City's partners include:

- a. WIOA Title I Adult, Dislocated Worker, Youth: City of Los Angeles Economic and Workforce Development Department and the County of Los Angeles Community and Senior Services;
- b. WIOA Title II Adult Education and Literacy: Los Angeles Unified School District and Los Angeles Community College District;
- c. WIOA Title III Wagner-Peyser: California Employment Development Department;
- d. WIOA Title IV Vocational Rehabilitation: California Department of Rehabilitation;
- e. Migrant Seasonal Farmworkers: California Employment Development Department;
- f. Veterans (JVSG): California Employment Development Department;
- g. Trade Adjustment Assistance Act: California Employment Development Department;
- h. Unemployment Compensation (Insurance): California Employment Development Department;
- i. Carl Perkins Career Technical Education: Los Angeles Community College District;
- j. Los Angeles Job Corps: Department of Labor operated in Los Angeles City by YWCA Greater Los Angeles;
- k. Native American Programs: Department of Labor operated in the City of Los Angeles by Southern California Indian Center, Inc.;
- l. Youth Build: Department of Labor operated in the City of Los Angeles by Venice Community Housing and Volunteers of America;
- m. Second Chance: County of Los Angeles Probation Department;
- n. Temporary Assistance to Needy Families: County of Los Angeles Department of Public Social Services;
- o. Senior Community Services Employment Program (Title V Older Americans Act): City of Los Angeles Department of Aging;
- p. Community Services Block Grant: City of Los Angeles Housing and Community Investment Department;
- q. Community Development Block Grant (Housing and Urban Development): City of Los Angeles Housing and Community Investment Department and City of Los Angeles Economic and Workforce Development Department.

The City of Los Angeles' Integrated Service Delivery design allows for the partners to deliver shared and complementary services, as shown in the chart below:

	WIO A Title I Adult	WIOA Title I Dislocated Worker	WIO A Title I Youth	WIOA Title II Adult Education	WIOA Title III Wagner-Peyser Act	Title I of Rehabilitation Act	Carl D. Perkins Career & Technical Education	Title V Older Americans	L.A. Job Corps	Native American Programs
Assess Skills & Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X
Assist with Tuition/Fees	X	X	X							
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X
Deliver Training	X	X	X	X		X	X		X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X
Provide Counseling (Academic/Personal/ Career)	X	X	X	X	X	X	X	X	X	X
Provide Case Management	X	X	X			X	X			X
Provide Info Services	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X		
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X
Provide Support Services	X	X	X							
Provide Work-Based Learning Opportunities	X	X	X			X	X	X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X
Housing									X	

1. Local Boards and AJCC partners MOU coordination

The goals of the Local Board and its AJCC partners are outlined in each MOU. The mission of the partnership is to develop, deliver and promote best-in-class economic and workforce services to generate, sustain and grow individual, business and community prosperity in the City of Los Angeles.

Each MOU outlines the following shared goals:

- a. Develop industry-driven career pathways that prepare people for in-demand occupations in high-growth industry sectors based on annual review of the economic intelligence and labor market information.
 - b. Support system alignment, service integration, and continuous improvement using data to support evidence-based decision-making.
 - c. Strengthen communication, coordination, and decision-making between regional partners to meet labor market needs.
 - d. Enhance the existing network between education, business and industry representatives, labor, and other regional workforce development partners to develop new programs and services and align existing programs and services with regional and industry needs.
 - e. Support the development and continued collaboration between regional workforce and economic development networks in Los Angeles region to address workforce education and training priorities.
 - f. Develop regional leadership and operational partnerships among community college, adult education, industry, labor, and other workforce and economic development entities to strengthen coordination and to improve the delivery of services.
 - g. 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, English Language Learners, veterans, individuals with disabilities, foster youth, reentry and other high-priority, at risk populations.
 - h. 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, postsecondary education, and/or career.
 - i. Improve opportunities for quality of life, independence, health, and dignity of the older adult population. Promote independence, advocacy, physical and cognitive health, economic self-sufficiency for older adult population from low-income communities and disability.
2. **Co-enrollment and/or common case management as a service delivery strategy**

Intake and Case Management

The Local Board has established a “Customer Flow Policy” in which the AJCC system must ensure that customers are able to access self-directed services and, if determined eligible under WIOA, are able to access Career and Training Services. In conjunction with the customer, each AJCC (through its Integrated Services teams, which are comprised of WIOA Title I, Employment Development Department, and other strategic partner staff) shall consider the entire array of

career and training services available under WIOA when determining which services to provide.

AJCC Customer Flow

Services received by a WIOA participant will vary, based on his/her particular needs, informed choice, availability of funds and resources. Determination of necessary career and training services shall be determined through individual assessments completed by ISD teams and shall not be predicated on receiving prior services.

Both mandatory and voluntary partners shall participate at the AJCC to provide the services that are required as mandated by law. The career services to be provided by each partner shall be outlined in a memorandum of understanding, which will include cost and resource sharing. Access to career services shall be seamless because of a well-designed integrated service strategy, and the inclusion of all the partners of an AJCC.

Welcome Team

Each AJCC shall establish a "Welcome Team" whose core functions will include:

- a. Greeting and orienting customers to AJCC programs and services.
- b. Conducting initial jobseeker skills and needs assessment to determine appropriate services.
- c. Referring jobseekers to:
 - AJCC Orientation and Enrollment (if determined eligible under WIOA)
 - Collect data for CalJOBS registrations.

CalJOBSSM Enrollment

All AJCC program participants seeking services at an AJCC, whether self-directed or staff-assisted, must be directed to complete a CalJOBS registration. CalJOBS provides AJCC participants access to online employment services, including labor market information, job placement and training services. CalJOBS should be used to provide self-directed services previously reported under Universal Access activities. Participants that do not wish to create a CalJOBS registration will have limited access to AJCC services, consisting primarily of Resource Room activities.

AJCC Services and WIOA Registration

When jobseekers require AJCC "career services" provided by WIOA-funded staff, the individuals receiving services must be registered into WIOA. The Welcome Team staff shall refer jobseekers to the following career services:

- a. AJCC Orientations;
- b. Initial Assessment;

- c. AJCC workshops, which may include: job clubs; resume preparation; interview techniques; and job search skills.

Following the “initial assessment,” the Welcome Team staff will determine whether the jobseeker is ready for employment or if additional skill development is necessary. If determined as requiring additional skills development, the customer will be referred to the Skills Team. If determined, job-ready the customer will be referred to the Employment Team.

Skills Team

The Skills Team will conduct a comprehensive skills and career assessment to identify skills, aptitudes, interests, barriers to employment and supportive service needs. An Individual Employment Plan will be developed for each jobseeker that will identify career services and/or training required to secure gainful employment. Career and training services may include basic skills remediation; computer training; vocational training and/or on-the-job training.

Employment Team

The Employment Team will provide assistance with job placement, career counseling and coaching, job retention and supporting services to job seeking customers and to provide skilled, qualified applicants to local business and employers.

The use of the CalJOBS system and “Generic Modules” ensures program participants can be tracked across multiple (co-enrolled) programs.

3. Facilitating access to services through the use of technology and other means

As noted in I.B above, CalJOBS is the State of California’s federally recognized system of records that documents and tracks participant activities and site-specific performance data. The CalJOBS system provides participants the ability to access the WDS remotely.

The City enhances this ability by providing easier access to AJCCs throughout the City of Los Angeles. The City has sited 16 WSCs in its areas of greatest need which also have easy access to public transportation that is frequently within walking distance of the Centers. Center staff is also trained to assist participants in navigating the CalJOBS platform.

Additionally, EWDD partners with the City’s library system to provide jobseeker services in library branches. This program includes two pillars, an AJCC portal at the Central Los Angeles Library branch, and EWDD-provided training for branch librarians, as well as technical assistance for job seekers, on the use of CalJOBS.

4. **Coordinating workforce and education activities with the provision of appropriate supportive services**

a. **Coordination with Secondary and Post-Secondary Education**

As stated before, the WDS works with the local community college system and other educational and training entities in developing career pathway opportunities. The Local Board will work with these providers to identify existing educational and training resources and the development of relevant curriculums.

The City of Los Angeles and LAUSD Division of Adult and Career Education (DACE) are expanding their partnership. A LAUSD WIOA Navigator Advisor will be employed and located at identified AJCCs throughout the City. The WIOA Navigator Advisor will provide outreach and support services for the LAUSD DACE and local AJCCs. This individual will coordinate adult education and AJCC articulation processes, participate in adult education recruitment efforts, and serve as the liaison to programs serving adult education students. Navigator Advisors work collaboratively with the AJCC system; conducting student intakes and assessment to determine an individualized education plan (IEP); providing intensive case management services to adult clients, including counseling, on-going monitoring and District or community referrals; linking clients to appropriate resources and programs in the school district and community that support the student's efforts of enrollment in an appropriate educational setting; and developing and collaborating with community partnerships including education, business and labor partners.

b. **Coordinating Appropriate Supportive Services**

AJCC and Youth program operators are responsible for the coordination of WIOA, partner, and other available resources to provide transportation and other supportive services necessary for participants to successfully complete programs. Through the RFP process, potential contractors must identify additional, non-WIOA funds they will leverage to provide both training and supportive services to their WIOA enrolled participants. These leveraged resources are tracked and monitored by EWDD.

Supportive Services

The WDS provides supportive services that are necessary to enable WIOA eligible individuals, who cannot afford to pay for such services, to participate in authorized WIOA activities. For Youth participants such activities must correspond to the Ten WIOA Elements for Youth Programs. Examples of such services include but are not limited to:

- a. Childcare – Childcare and dependent care for dependents of customer.
- b. Clothing - Adequate clothing to allow customer to wear appropriate work attire while participating in WIOA activities and during job interviews.

- c. Housing - Temporary shelter, housing assistance and referral services.
 - d. Linkages to community services - Alcohol/drug/gang intervention counseling, drop-out prevention, pregnancy prevention, money management, tutoring or other purposes.
 - e. Referrals to medical services - Referral services to appropriate medical service providers.
 - f. Transportation - Expenses for commuting to and from WIOA activities such as public transportation fare, carpool arrangement or gas for personal auto.
 - g. Other - Services which are consistent with these policies and when justification is maintained in the customer's file. Examples include, but are not limited to, the following: uniforms or work-related tools, including such items as eye glasses and protective eye gear which may be needed for participating in WIOA activities and/or employment, materials for individuals with disabilities, meals, and needs related payments.
5. **Compliance with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities**

Ensuring Physical and Programmatic Accessibility

The EWDD has established an Equal Opportunity (EO) Compliance Unit to ensure Equal Opportunity and Nondiscrimination in WIOA grant-funded programs administered by the Local Workforce Development Area (LWDA). The EO Compliance Unit is responsible for compliance for all the AJCC and YouthSource sites. The primary objective of the EO Compliance Unit is to ensure compliance with Section 188 of the WIOA (29 CFR 38), the Nondiscrimination and Equal Opportunity Provisions of the Workforce Innovation and Opportunity Act and the Methods of Administration framework present under WIOA. The nine elements of the Methods of Administration (MOA) are:

- a. Designation of Equal Opportunity Officers
- b. Notice and Communication
- c. Assurances (in Job Training Plans, Contracts, Policies and Procedures)
- d. Universal Access
- e. Obligation not to Discriminate on the Basis of Disability
- f. Data and Information Collection and Maintenance
- g. Monitoring for Compliance
- h. Complaint Processing Procedures
- i. Corrective Actions/Sanctions.

Starting in 2000, the EO Compliance Unit began requiring each provider to designate an EO Complaints Officer. Each Center is also required to designate a Disability Coordinator and a Limited English Proficiency (LEP) Coordinator. The EO Complaints Officer is required to attend training and become a first point of contact when a complaint is filed. The EO Unit encourages informal resolution at the Center level. Successful resolutions are put in writing and signed by all parties.

The EO Unit has provided two-day training, focusing on the MOA as well as different types of discrimination. The EO Complaints Officer, Disability Coordinator, and LEP Coordinator were required to attend this training. Legacy Diversity Awareness training was developed to educate staff on better serving participants with disabilities. The EWDD in collaboration with the California Department of Rehabilitation (DOR) schedules joint trainings for AJCC and DOR staff to encourage coordination of services. Established in 2003, the EmployABILITY Partnership networking group brings together representatives from organizations such as EDD, DOR, County Department of Mental Health, and the Disability Coordinators from the centers.

II. **State Strategic Partner Coordination**

1. **Serving individuals who access CalFresh Employment and Training services**

1. **CalFresh E & T (CFE)**

CalFresh Employment & Training (CFET) in California, is a locally-run, state-supervised federal program administered by the Food and Nutrition Service, a branch of the United States Department of Agriculture (USDA). 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 CalFresh participants to increase their employability. WDACS has partnered with DPSS and other local CFET partners to better serve the Los Angeles region's CalFresh population. The City works with the County in these efforts.

This fiscal year, DPSS and WDACS plan to launch the CFET Expansion Pilot Program (CEPP), which is the first third-party partnership program to be offered in Los Angeles County. Our County partners will serve as an intermediary for DPSS with the third-party partners to provide oversight, billing, technical assistance, and training. The federal 50/50 CFET reimbursement will be used by CEPP to enhance the capacity and financial stability of service providers, which will boost the growth of workforce and training programs for low-income communities, expand the reach to more CalFresh participants, and improve employment outcomes for local area residents. This strategy of leveraging federal and third-party provider funding frees up the County's own dollars for other services. The goal of the CEPP is to scale up the program to be used by the entire workforce system and increase program capacity. The City intends to coordinate with WDACS in this effort.

CEPP 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 our initial pilot, WDACS and DPSS are partnering with Goodwill

and Chrysalis, both organizations are social enterprises, to deliver CFET services as third-party providers. Both 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. WDACS 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.

CalFresh data indicates the City of Los Angeles is home to 92,773 CalFresh participants, a little over 45 percent of the 205,494 participants in the Los Angeles Basin region. Males make up 58 percent of the local CalFresh participants. Participants age 45 or older make up 35 percent, which may indicate a need for so-called older-worker services. Homelessness was experienced by 17 percent (15,980), while 15 percent lack English speaking and/or writing skills. About four percent (4,032) of participants are formerly incarcerated individuals.

Workforce services needed to help people receiving CalFresh succeed in the regional and local labor market, including those services that are eligible for 50 percent federal reimbursement from CalFresh E&T, include:

- Opportunities/support for individuals experiencing homelessness;
- Opportunities for older workers;
- Opportunities for the reentry population and for families involved with juvenile dependencies;
- Assistance with job search including:
 - Resume writing/interview skillsets;
 - Employment mentors/counselors;
- Digital literacy and computer skills.
- Work-Base learning activities to provide experience that will make clients much more marketable;
- Entrepreneur/Self Employment training, because self-employment continues to be an important source of jobs in the local area;
- Certification/Licensing opportunities for various occupations in the local labor market;
- Educational services such as General Equivalency Diploma (GED) courses; and
- Vocational English as a Second Language (VESL) training.

In addition to the barriers of age, homelessness, and limited English proficiency, CalFresh participants may also face:

- A lack of transportation;
- Involvement in the justice system; and

- A lack of desirable skill sets compatible to the current labor market.

For the CalFresh E&T participants-as well as for Child Supportive Services non-custodial parents; Competitive Integrated Employment; and Provisions to English Language Learners, the Foreign Born and Refugees-the local area plans to build upon the partnerships developed under the local LA:RISE system. LA:RISE is an innovative, collaborative partnership that unites the City and County of Los Angeles' Workforce Development System (WDS) with non-profit social enterprises and for-profit employers in order to help men and women with high barriers to employment get good jobs and stay employed.

WDACS, Los Angeles County Probation, and the County Office of Diversion and Reentry (ODR) have partnered to create and implement the INVEST program to prepare adults on Probation for permanent employment along a career pathway. To support INVEST, Probation has invested \$4.75 million a year in SB 678 funding in the County AJCCs to provide specialized workforce development services delivered by AJCCs. As part of the Prison-to-Employment planning process to expand INVEST services to Adult Probationers, WDACS, Los Angeles County Probation along with the County Office of Diversions (ODR) are working with the LA City WDB to expand INVEST to LA City WorkSource Centers beginning March 2019. This expansion will allow the INVEST program to maximize intensive supportive services provided to the justice-involved population. The expansion will also maximize opportunities for participants to access sector-pathway partnerships such as the Career Expansion, Inc. program, which provides justice-involved individuals Building Trades Pre-Apprenticeship Multi-Craft Core Curriculum (MC3) 130-hour construction training. This training creates a pathway to registered apprenticeships and careers in the trades. As part of the INVEST program, Career Development Specialists and Business Services Representatives work in partnership with Probation Officers who are co-located at select AJCCs. AJCC and Probation staff have received National Institute of Corrections Offender Workforce Development Specialist training on evidence-based practices in assisting former offenders into the workforce. AJCC staff and Probation Officers conduct regular INVEST outreach and recruitment at Probation Area Offices and work together to prepare and train probationers for employment, provide job retention incentives, and support career advancement.

The local area partners with local Community Colleges and local Adult School partners. Three of the City's AJCCs are co-located at education institutions (L.A. Trade Technical College, Los Angeles City College, and Los Angeles Valley College). The local area plans to partner with these schools to assist them in identifying, using and tracking their non-federal dollars to leverage the federal SNAP E&T 50% reimbursement for employment and training services offered to students who are CalFresh recipients. The local area is already in close partnerships with these schools to support and retain students from the City's target populations in sector pathway programs as they progress into livable-wage jobs.

The local area has also partnered with LAUSD DACE (DACE), collocating DACE's WIOA Navigators within AJCC centers to provide integrated service delivery for AJCC participants. DACE is the largest WIOA Title II provider in California and, as such, is

an integral part of the workforce development system in the Los Angeles region, providing skill development services for adults with high barriers to employment including individuals with low literacy, low income families, veterans, and dislocated workers. In partnership with the City and County Workforce Development boards, DACE strategically aligns training services to be coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs. DACE aligns with WIOA by investing in the following strategies:

- **Sector Pathway Strategies:** Focused, active collaboration among businesses in a targeted industry sector and between workforce development partners provides a framework for developing strong career pathways for adult learners. Within the Los Angeles region, Workforce Development Boards bring stakeholders together on a regular basis to identify the needs of employers within a given industry sector and to determine the goals, action plans, policies, and service delivery models needed to meet those needs. To maximize impact on the regional economy, increase employment opportunities for students, and honor the efforts of workforce development partners, DACE aligns its programs and services with local industry sector goals, plans, and strategies.
- **Partnership with California Department of Corrections and Rehabilitation (CDCR):** The CDCR provides adult education programs for inmates at all 32 of its prisons. Since the passage of the Public Safety and Rehabilitation Act of 2016 (Proposition 57), the CDCR has been increasing partnerships with educational agencies outside of the prison system to provide returning citizens with seamless reintegration pathways. To better support the approximately 500 formerly incarcerated individuals who relocate to the Los Angeles region on a weekly basis, DACE partners with CDCR and will work closely with state and local agencies to support the returning citizen community.
- **Employer Advisory Boards (EABs):** EABs provide valuable industry feedback that informs program design, course offerings, and curriculum development. EAB meetings create opportunities for networking with regional businesses which leads to strengthened partnerships, expanded externship programs, and increased employment opportunities. As a Circle Level Member of the LA Chamber of Commerce, LAUSD DACE will attend regional EABs and collaborate with local businesses to establish additional EABs in all industry sectors. This collaboration will improve system responsiveness to industry needs and maximize work-related outcomes for programs and students.
- **Regional Apprenticeship Portal:** The WDS will partner with the LAUSD DACE to develop a regional apprenticeship portal to post information on registered apprenticeship programs within the Los Angeles Region.

On behalf of the Los Angeles Basin RPU, WDACS is meeting regularly with DPSS to determine the details and time frame for expanding the County's CFET plan with the state. This plan expansion includes building upon an existing data-sharing agreement that would allow WDACS and potential third-party partners to verify the status of participants in programs whose funding will be used to leverage the federal

reimbursement to expand CFET. WDACS is working with subject matter experts with significant expertise in federal SNAP E&T and California CFET to guide WDACS and DPSS in determining the best strategies to expand the County CFET program.

B. Coordination with Local Child Support Agencies and other local partners who serve individuals who are non-custodial parents

1. Department of Child Support Services Partnership

Child Support Services data for 2018 indicated that the City of Los Angeles had 39,061 non-custodial parents (NCPs) who were delinquent in child-support payments, 91 percent of which were male. A disproportionate number of these were Hispanic (51%) and Black (31%), reflective of groups that locally face barriers to living-wage employment. Twelve percent of these non-custodial parents were incarcerated, and a majority fall between the ages of 28 to 50 years old. Thirty to fifty percent of the adults in these groups lack a high school diploma, making economic security out of reach. The poverty rate is 21 to 35 percent (more than double the county-wide rate), and the median personal earnings are \$19,000 to \$25,000 annually. On average 65 percent of NCP households rent, spending more than 30 percent of their income on rent, with over a third spending more than half of their incomes on housing. About three in ten workers work in production, transportation and moving occupations, and 28 percent hold jobs in service occupations. Occupations in these categories tend to offer low wages, few benefits, and poor working conditions, as well as limited opportunities for advancement.

Similar to the needs of CalFresh participants, NCPs need the following services and assistance to obtain employment:

- Opportunities/support for individuals experiencing homelessness;
- Opportunities for the reentry population and for families involved with Juvenile dependencies;
- Assistance with job search including:
 - Resume writing/interview skillsets;
 - Employment mentors/counselors;
- Digital literacy and computer skills;
- Work-Base learning activities to provide experience that will make the clients much more marketable;
- Entrepreneur/Self Employment training;
- Certification/Licensing opportunities for various occupations in the local labor market;
- Educational services such as General Equivalency Diploma (GED) courses; and
- Vocational English as a Second Language (VESL) training.

Strategies to increase engagement of non-custodial parents in workforce development services and career pathway employment opportunities include:

- Support and train AJCC and partner staff to increase the provision of coaching, pro-social habit development and system navigation;
- Develop common messaging and materials so that AJCCs, CSSD, and their partners are able to educate non-custodial parents on the impact of employment income on public assistance benefits and the advantages of being employed;
- Secure and braid funding with AJCC and partner programs to underwrite subsidized training stipends, intensive employment retention services, and incentives for non-custodial parents;
- Standardize processes for AJCC and partner referrals into mental health, housing services, parenting, dispute resolution and mediation services, and other resources that support parents;
- Grow partnerships with trade unions and trade union intermediaries to increase participation in pre-apprenticeship programs that include intensive supportive and wraparound services;
- Augment current cross-system, cross-agency trainings to increase the success of system-to-system referrals;
- Increase and coordinate business engagement to develop bridge job and permanent employment opportunities, achieve better assessment of skill needs and credentials/certificates valued, and facilitate partnership with education and training institutions for the development of trainings that meet business/industry needs; and
- Identify and develop more short-term, boot camp-type certification trainings designed to be conducted at AJCCs and work sites to help non-custodial parents gain quick skills to secure employment and advance within companies.

Several programs for NCPs that are currently offered include:

- The Child Support/AJCC Referral Program, an unfunded program fully supported by CSSD and AJCC leveraged resources.
- Participants who are homeless or justice-involved are co-enrolled in the LA:RISE and/or INVEST program, respectively, to be able to offer them supportive services, subsidized employment, employment retention supports, and other intensive services often required to assist those with barriers into employment. Some NCPs may be undocumented individuals. So-called right-to-work requirements may present as a barrier to enrollment into WIOA Title I programs. Locally, AJCCs are required to identify a minimum of \$600,000 of non-WIOA dollars to support services within the AJCC. Depending on the requirements of these additional funds, these dollars may be available to support workforce services for non-WIOA eligible participants.

As stated previously, the local area plans to expand on the relationship with LAUSD DACE and the partnerships established under the local LA:RISE and LAP3 programs to ensure all AJCC participants, including NCPs, are provided coordinated workforce and related training and education services, are provided the support necessary to remain in these programs, and are retained in employment.

C. Coordination with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities

Competitive Integrated Employment Updated Partnership

All Local Planning Agreement (LPA) partners have agreed that the Los Angeles Area Department of Rehabilitation (DOR), the regional centers, and the school districts need to rely on AJCCs to a much greater degree to conduct employer recruitment and engagement for shared efforts. As such, the local WDB and/or City staff attend the ongoing partnership meetings of each appropriate LPA to determine the AJCC business outreach and engagement tools, strategies and marketing materials that can be leveraged by the LPA to create more opportunities for individuals with developmental and intellectual disabilities.

The local area has provided ongoing training and support to AJCC staff including, but not limited to, Legacy Disability Training, Customer Service, 'How to' on self-disclosure, and case management. Legacy Disability Training focuses on effective practices that enable AJCC staff to provide comprehensive employment services to persons with disabilities. Legacy Disability training consists of seven online modules and three days of live training. The live training covers Introduction to Disabilities (Cognitive, Mobility, Communication, Vision, Psychiatric, Substance Dependence and HIV/AIDS). Training also covers Barriers to Employment, Employer Considerations, Customer Service, and case studies with successful outcomes.

The local area collaboration between the DOR and AJCC Disability Coordinators is in place to effectively identify ways to better serve people with disabilities in an efficient and seamless manner. The collaboration includes Disability Coordinators from all 16 local AJCCs and DOR staff, such as Employment Coordinators and Counselors, from the Los Angeles, Valley and South Bay areas. Some of the objectives for the collaboration include opportunities to Leverage Resources, eliminate the duplication of services, continuously strengthen the partnership by sharing information, and increase the number of referrals to and from each other's programs. AJCC and DOR staff have been cross-trained, ensuring everyone has a general understanding of all resources and services available through each partner. The collaboration meets bi-monthly and includes anywhere between 30-35 staff members from AJCCs and DOR. Additional partners participating in these meetings include: Certified Work Incentive Counselors, the Social Security Administration, the Employment Development Department, the Braille Institute, Maximus, the Los Angeles County Department of Mental Health, and the City of Los Angeles Department on Disability. Each meeting includes a segment for updates, sharing of best practices and challenges to the collaboration. DOR representatives work directly out of the AJCCs and actively attend orientations to provide information on available services or, in cases where DOR staff are not present or readily available, AJCC staff facilitates appointments with the local DOR office as appropriate. Currently, all AJCC orientations include information on working with and supporting veterans and people with disabilities.

D. Coordination with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees

1. Provisions to English Language Learners, the Foreign Born and Refugees

In partnership with the Los Angeles Unified School District (LAUSD) Division of Adult and Career Education (DACE) local AJCCs provide services to address both the language skills training needs of these populations, aligning training services to be coordinated and complementary so that job seekers acquire skills and credentials that meet employers' needs while obtaining English language skills specific to the targeted career. The AJCCs and DACE share the goal of improved services to employers that ensure the training system is job-driven, matching employers with skilled individuals. Both seek to align with regional sector strategies by establishing Workforce Partnership meetings and expanding Employer Advisory Boards to ensure participant training aligns with employer needs and trainings necessary for advancement are made available.

The local area will adopt and facilitate the WIOA AJCC Job Search Referrals process established by the Los Angeles County Department of Social Services (DPSS). In alignment with WIOA, DPSS is cooperating with local AJCCs by referring Greater Avenues for Independence (GAIN)/Refugee Employment Program (REP) participants for job search services. GAIN/REP staff will initiate formal job search services for these participants who are job ready, have completed Vocational Assessment and are currently participating in Transitional Subsidized Employment (TSE). Participants who are in the last three months of their assignment, which includes approved job search, will be referred to the local AJCC, with a goal to assist GAIN/REP participants to secure unsubsidized employment and achieve self-sufficiency.

2. Coordination with Adult Education and Literacy Activities Under WIOA Title II

As stated before, LAUSD-DACE has staff assigned to AJCC locations to provide educational support (including Title II activities) to WIOA Title I participants. This colocation allows better coordination of both programs and resources.

Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding. The Local Plan will be posted to the EWDD public website: <http://ewddlacity.com/index.php/about-ewdd/plans-reports>. In accordance with established California WIOA Title II – Adult Education and Family Literacy Act” (AEFLA) grant solicitation procedures, the Local Board will review all AEFLA applications submitted to the California Department of Education (CDE) from eligible providers within the Local Area to determine whether the applications are consistent with the Local Plan. The Local Board will submit a recommendation to the CDE to promote alignment with the Local Plan.

The Local Board will review each eligible provider's entire application, with particular attention to considerations that are most relevant to Local Plan alignment: Needs

Assessment, Alignment with One-stop Partners, Facilitate Learning in Context, Partnerships and Support Services for Development of Career Pathways, and Alignment with the Local Workforce Development Board Plan. The Local Area Administrator will complete and submit recommendations for promoting alignment with the Local Plan through the CDE's online system.

3. Services Provided to Limited English Proficient Individuals

The City has an established Limited English Proficient Policy. This policy provides guidance and sets standards for the City of Los Angeles Workforce Development System (WDS) and other agencies serving Limited English Proficient (LEP) individuals to ensure meaningful and timely access to Workforce Innovation and Opportunity Act (WIOA) funded programs and services.

For this purpose, no one will be denied access to information, services, or resources throughout the WDS because of their limited proficiency in the English language or be subjected to unreasonable delays in the receipt of such services. A person can qualify as LEP if they are an adult or out of school youth, who has a limited ability to read, write, speak, or understand English, and a) whose native language is a language other than English; or b) who lives in a family or community environment where a language other than English is the dominant language. AJCCs and YouthSource Centers must develop a language assistance plan that is annually updated and submitted to the City as part of the Request for Contract Renewal (RFCR).

The WDS will serve LEP individuals in their service delivery areas and ensure that LEP customers are offered meaningful and equal access to WIOA services. Each Center must be able to describe and document how LEP customers receive services. This will be subject to review by the City's LEP Coordinator and reported to the WDB.

As the Local Board develops new sector initiatives and other training programs, Vocational English as a Second Language (VESL) training will be incorporated in these programs to increase LEP customer participation. The WDB is committed to designing programs to ensure that limited English speakers are included in skills training as well as bridge programs. Moreover, the WDS shall leverage resources to increase training opportunities in other languages where available.

Currently, the EWDD conducts surveys annually during individual Program Years to track the needs and languages of the participants in our Adult and Youth systems. This information assists the EWDD when it is developing new programs or enhancing existing ones to better serve our LEP population.

III. WIOA Title I Coordination

A. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning

The City will work with its partners at California State University Northridge, LAUSD, and the County of Los Angeles WDACS to develop core curriculum to ensure our AJCC staff

have the skills necessary to provide high-quality services. The staff of our AJCC system will be provided training in digital fluency and distance learning.

Staff Training in Digital Fluency and Distance Learning will include, but is not limited to, the following:

1. VOSGreeter Kiosk Training
2. Ongoing CalJOBS Training
3. Virtual AJCC Resource Room and CalJOBS Pre-Application
4. Adobe Sign Training
5. Career EDGE Training

B. Training and/or professional development that will be provided to frontline staff to ensure cultural competencies and an understanding of the experiences of trauma-exposed populations

The Local Board facilitated system-wide training on domestic violence, workplace violence and sexual harassment prevention using regional training funds in early 2019.

The in-person domestic violence training enabled AJCC and YSC staff to provide services to client survivors of domestic violence. The training included: defining domestic violence; relevant penal codes; the cause and nature of domestic violence; power and control; manifestations of abuse, such as physical, emotional, etc.; the cycle of violence; barriers to leaving, and more. Also included was training on the dynamics of healthy relationships, creating support systems, and making domestic violence referrals and addressing all these issues with potential victims.

The sexual harassment prevention training covered the topics of sexual harassment, hostile work environment, LGBTQ+ Harassment, how to stop prohibited behavior, protected characteristics and legalities surrounding harassment, and the City's policy towards this behavior.

We will work with our regional partners to provide the following additional training for our system:

1. Comprehensive Practices for Working with LGBTQ People Experiencing Interpersonal Violence
2. Trauma-Informed Reentry and Fair Chance Training Series
3. Barrier Buster Workshop
4. California's Diverse Immigrant Populations, and Best Practices on Serving Refugees Webinar
5. Cultural Diversity Certification Training Lunch & Learn
6. Asian and Pacific Islander (API) Cultural Awareness Training

7. 2019 Multicultural Mental Health Conference
8. Virtual Rapport Building with Youth
9. Expectant and Parenting Youth
10. Facilitating Virtual Meetings
11. Substance Use Disorders in Youth
12. Immigrant Community Sensitivity Training
13. Targeted English Language Learner Recruitment: Pivoting Strategies Amid COVID-19- Full Capacity Marketing
14. Engaging with Clients Remotely: Overcoming Digital Literacy Barriers and Best Practices for Remote Client Case Management
15. Workplace Health & Safety and Employee Rights during COVID-19
16. Inclusive Workforce Development Specialist (IWDS) Training, formerly known as Offender Workforce Development Specialist (OWDS) Training
17. Los Angeles County Virtual Workforce Training for Inclusive Populations
18. Facing the Past to Design an Equitable Future: What Employers Need to Know
19. The Los Angeles Homeless Services Authority (LAHSA) Problem Solving
20. University of Ohio Kirwan Institute for the Study of Race and Ethnicity - Implicit Bias Training
21. University of California President's Office – Managing Implicit Bias Series
22. COVID-19, Disability & Mental Health
23. Cultural Sensitivity and Trauma Informed Care
24. Rapid Rehousing and Employment Training- Tools and Supports for Active Engagement of Rapid-Rehousing clients in Employment)
25. Mental Health First Aid (MHFA) Training
26. Improving Job Readiness and Retention for Higher Risk Populations

C. Coordinating workforce investment activities carried out in the Local Area with statewide rapid response activities.

The EWDD's Rapid Response (RR) Unit provides a myriad of Rapid Response and Layoff Aversion activities to the City's businesses and dislocated workers. These include the following:

Strengthening the Linkage with Unemployment Insurance Programs

The EWDD's Rapid Response (RR) Unit partners with local California Employment Development Department (EDD) Unemployment Insurance (UI) staff to ensure laid-off workers are informed of the procedures to file for and maintain UI benefits. RR orientations also include information on UI's California Training Benefits provisions,

which may extend UI payments while claimants are enrolled in approved training programs. Each AJCC provides electronic linkages to facilitate UI filing and staff is knowledgeable regarding UI programs and procedures. AJCCs host a variety of Reemployment Eligibility Assessments (REA) and Reemployment Services and Eligibility Assessment Appointment (RESEAA) workshops presented by EDD wherein WorkSource Center staff are invited to attend and provide information on WIOA services.

Providing a full scope of Rapid Response Activities

The City's Rapid Response program is designed to minimize and/or mitigate the impact of layoffs on recently unemployed individuals in the City of Los Angeles. The Rapid Response Team provides services to businesses and dislocated workers through linkages with the U.S. DOL, various divisions of the State of California Employment Development Department (EDD), the AJCC system, and other public and private partners. Services provided include:

- Rapid Response Core Services/Strategies

The RR Unit provides information on transitional services to employers that have issued layoff notices (required Workforce Adjustment and Retraining Notification Act [WARN] and other, non-WARN notices) and coordinates the delivery of available resources to the affected employees.

- Layoff Aversion/Business Retention

The RR Unit provides services to businesses at risk of closing or laying off employees to avert or reduce layoffs and to retain businesses in the Greater Los Angeles region. This is done in partnership with economic development and business associations. Activities include:

- a. Identifying struggling businesses and connecting them to the resources they need to stay in business;
- b. Collecting labor market information to identify industry trends that may be predictors of worker layoffs and maintaining open communication with key local area stakeholders as an "early warning system"; and
- c. Identifying the skill sets of workers in declining industries and identifying alternative job opportunities for them in growing industries and referring them to training opportunities as needed.

- Community Outreach

The RR Unit provides outreach and disseminates information to dislocated workers, local at-risk businesses, marginalized communities, and the unemployed/underemployed, connecting them to available resources through community events, business organizations, partnerships with community-based organizations, and unions/industry associations.

- Research and Training

The RR Unit conducts research and participates in training to build team capacity, as well as provides information to jobseekers concerning resource availability, job opportunities, and industry-specific opportunities. These activities are done by

tracking the growth and decline of local industry sectors (including via online databases such as EconoVue), understanding the complexities of diverse cultures and demographics, publishing resources to customers, and providing technical assistance to the WDS.

D. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

Compliance with State-Issued AJCC Policies

- [WSD15-14](#) - WIOA Adult Program Priority of Service

The Local Board has established a Priority of Service Policy. This policy provides guidance and establishes the procedures regarding priority of service for recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient served with Workforce Innovation and Opportunity Act (WIOA) adult funds. Priority of Service Requirement Priority of service status is established at the time of eligibility determination and does not change during the period of participation. Priority does not apply to the dislocated worker population. Veterans and eligible spouses continue to receive priority of service among all eligible individuals; however, they must meet the WIOA adult program eligibility criteria and meet the criteria under WIOA Section 134(c)(3)(E). As described in TEGl 10-09, when programs are statutorily required to provide priority, such as the WIOA adult program, then priority must be provided in the following order:

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

- [WSD18-12](#) - WIOA Memorandums of Understanding

The Local Board has executed Memorandums of Understanding (MOUs) with their nine (9) strategic partners in accordance with WSD 18-12, "WIOA Memorandums of Understanding."

The Local Board signed the MOUs on October 1, 2020. The partners are: Department of Public Social Services; Department of Aging; Housing & Community Investment Department; EDD; LAUSD; LACCD; Southern California Indian Center; Department of Rehabilitation; and Venice Community Housing Corp.

Adult and Dislocated Worker Employment and Training Activities

Local AJCCs provide a wide variety of training opportunities including:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training.
- Incumbent worker training.
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs.
- Job readiness training provided in combination with another training service.
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with another training service.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

The Los Angeles Community College District has nine campuses within the City of Los Angeles and partners with the WDS to develop training that meets the skill needs of local businesses.

Working with the South Bay WDB and its i-train system, the Local Board provides access to and monitors outcomes of, over 400 public and private for-profit schools and colleges, offering over 1,500 training courses through the approved Eligible Training Provider List (ETPL).

Expanding Access

The City emphasizes services to vulnerable populations. At minimum, 80% of WIOA Adults served must be individuals with barriers to employment. The City has a Veteran's Service Coordinator (VSC) currently located in the Mayor's Office, whose responsibility is to align with veterans' service programs. The WDS coordinates with the VSC in the implementation of WIOA programs. Additionally, each of the AJCCs has a Limited English Proficient (LEP) coordinator to ensure programs are accessible in multiple languages and a "Disabilities Coordinator" to ensure equal access to services for individuals with disabilities.

In addition to successful program models for serving LEP participants, Veterans, and Persons with Disabilities, the City launched and/or secured funding for new initiatives focused on individuals experiencing homelessness, court-involved individuals, ex-offenders, and other underrepresented populations. These initiatives include:

1. Los Angeles Regional Initiative for Social Enterprise (LA:RISE)

The City in partnership with the Roberts Enterprise Development Fund (REDF), an employment social enterprise philanthropic intermediary, created the LA:RISE to provide enhanced transitional employment services to populations with high

barriers to employment including individuals experiencing homelessness, individuals with a history of incarceration, and opportunity youth.

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

Currently, the LA:RISE consists of twelve social enterprises/transitional employment providers, five City AJCC workforce partners, and two specialized job retention providers. From Fall 2015 to Spring 2021, 3700 individuals have been employed in subsidized, transitional jobs and 2200 have been placed in competitive, unsubsidized jobs. As a result of the program's early success, LA:RISE is now locally funded by a City General Fund allocation, LA County Measure H, and other workforce funding, averaging \$6 million per year.

2. Los Angeles Re-Connections Academy (LARCA) 2.0

The City Council has allocated a maximum of \$30 million dollars in City Funds over a four-year period, averaging \$7.5 million per year, for this program. LARCA 2.0 is operated by the EWDD through its adult AJCC system and through its partners in the LA:RISE program, and is sited in communities with disproportionately high concentrations of ex-offenders. The LARCA 2.0 program model includes educational and career assessments, case management, job readiness training, subsidized employment, financial literacy, and job placement services for 1,000 targeted participants each year for three years. EWDD was granted a six-month extension to service class members through December 27, 2021. LARCA 2.0 has implemented a career pathways program linked to pre-identified job opportunities within the City and community-wide employment needs. Participants receive an average of 12 months of services in an 18-month program period. To date, 650 participants have been enrolled this program year.

3. Prison To Employment (P2E) Initiative

The P2E Initiative is a grant program that includes \$37 million statewide over three budget years to operationalize integration of workforce and reentry services in the state's 14 labor market regions. The goal was to improve labor market outcomes by creating a systemic and ongoing partnership between rehabilitative programs within the California Department of Corrections and Rehabilitation (CDCR) and the

state workforce system by bringing CDCR under the policy umbrella of the State Workforce Plan.

To expand services to the reentry population, the Los Angeles Basin Regional Planning Unit, on behalf of the seven WDBs within the unit, applied for \$17 million of Prison to Employment (P2E) funds. In March 2019, the City was notified that the LA Basin RPU was awarded a total of \$8.27 million. In January 2020, the City received \$2.8 million of these funds awarded to the region.

The City has now launched five (5) Reentry Hubs in five (5) different communities: South Los Angeles, Watts, Sun Valley, Central Los Angeles, and Boyle Heights. All reentry hubs include a WorkSource Center service provider and a community-based reentry support provider, and partners with both Amity Foundation and CDCR to enroll participants returning from the State prison system. Additionally, reentry enrollment goals are part of every WSC's contract with the EWDD.

4. Age-Friendly City Initiative: Purposeful Aging LA

The City of Los Angeles is a partner in the Purposeful Aging LA Initiative that seeks to strengthen the Los Angeles region, improve the lives of older adults, and ensure a better future for everyone by integrating an “aging framework” in the broader planning activities of public and private organizations throughout the Los Angeles region.

EWDD is using information from prior studies that focus on the specific employment needs of older workers as a baseline to develop a sustainable action plan that will address needs that have not been met, and new findings identified via new surveys/studies. Once completed, the EWDD will work with its WSCs to enhance the employability of older adults age 55+ by tracking outreach efforts, comparing year-to-year enrollments and outcomes, and sharing best practices.

E. A description and assessment of the type and availability of youth workforce investment activities in the Local Area. This includes any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

Youth Workforce Development

The City's YouthSource system is comprised of 14 centers located city-wide serving youth ages 16-24 with a focus on serving those who face the challenges of being foster youth, youth experiencing homelessness, high school dropouts, probation youth, youth with disabilities and low-income youth.

Through a case management process, centers provide the services and referrals needed to get youth back on a positive track toward attainment of a high school diploma or its equivalent and work skills and knowledge needed to become gainfully employed. Centers offer an array of educational and employment services, as well as supportive services and referrals designed to facilitate youths' successful completion

of their goals for advancement. The system features a partnership with LAUSD and co-location of a Pupil Services and Attendance Counselor in each center.

EWDD youth staff provide oversight, monitoring, and coordination of additional special projects, including capacity building and technical assistance for the YouthSource system partners.

To address the specific needs of youth who are individuals with disabilities, the Local Board is strengthening ties with the local California Department of Rehabilitation programs. In addition, the National Collaborative on Workforce and Disability's (NCWD) Guide for Youth Service Professionals is under review for possible integration into local youth programs.

Additional programs for youth include:

Hire LA's Youth Program

HIRE LA's Youth provides job opportunities for Angelenos between the ages of 14 and 24, placing them in a variety of industries. Along with work experience, the program offers training opportunities, career exploration, on-the-job mentoring, work readiness and financial literacy workshops, and other resources. Specific opportunities are targeted to low-income youth, foster youth, young people from families receiving CalWORKs, as well as youth on probation, youth receiving General Relief, and homeless youth. The program currently provides over \$20 million in City, County, and private funds to enable youth to develop foundational workplace skills and a connection to the workforce.

Summer Youth Employment Program (SYEP)

The SYEP has been a vital component of the Youth Workforce System for well over 30 years in the City of Los Angeles. Youth and young adults between the ages of 14-24 have the opportunity to earn a paycheck while developing foundational workplace skills and a connection to the labor force.

Los Angeles Performance Partnership Pilot (LAP3)

In a like manner, the local area seeks to expand the Los Angeles Performance Partnership Pilot (LAP3) to better coordinate the delivery of services and support for all AJCC low-income, disconnected youth participants ages 14 to 24, including youth who are in foster care, experiencing homelessness, young parents, involved in the justice system, unemployed, or who have dropped out or are at risk of dropping out of school. The LAP3 strategy focuses on aligning multi-agency partnership to bolster collaboration between the City of Los Angeles, Los Angeles Unified School District, Los Angeles Community College District, Los Angeles County, local Cal State Universities (CSU5), Los Angeles Chamber of Commerce, Los Angeles Housing Service Authority, and over 50 public, philanthropic and community-based organizations to provide city's youth and young adults with wraparound (education, social well-being, housing and workforce training) services for better outcome and to ensure job retention.

LA:RISE Youth Academy

In partnership with REDF, LA:RISE is a collaborative partnership that unites the City's Workforce Development System with employment social enterprises and for-profit employers to provide transitional jobs and other employment services to the hardest-to-employ participants, those with a history of homelessness or at risk of homelessness, including formerly incarcerated/returning citizens and disconnected youth. Under the LA:RISE model, the social enterprises (SE) provide participants with transitional, subsidized employment paired with wrap-around support and barrier removal services. Workforce partners are paired with one or more SE to provide LA:RISE participants co-case management, career development, job readiness support, vocational training, job placement assistance, and, if eligible, assistance with enrollment into WIOA services. Workforce partners collaborate with SEs to ensure that participants complete the program successfully and are placed with unsubsidized employment by providing necessary workforce development supports. Job Retention and Personal Support Provider partners provide intensive employment retention services for twelve months after LA:RISE participants have been placed in unsubsidized employment to assist participants who may need additional coaching and mentoring to maintain or advance in employment.

F. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities

Grant Fund Management

Per the WDB-LEO Agreement, the City of Los Angeles is designated as the grant recipient and fiscal agent under the terms of WIOA. The Economic and Workforce Development Department (EWDD) is designated as the WIOA Administrative Entity.

Award of Sub-Grants and Contracts for WIOA Title I Activities

EWDD, as the administrative agent of the Local Board, has established guidelines for the procurement of services. The purpose of these procedures is to ensure that all EWDD administered program services are procured in accordance with established federal, state, and local guidelines, and that all procurement is conducted in an ethical, legal, consistent, and timely manner. These procedures serve as guidelines both for EWDD and for EWDD-funded contractors.

City Council and Mayor approvals are required to conduct any procurement (with the exception of transactions of less than \$25,000 for which the EWDD General Manager has the authority to execute, and Workforce Innovation and Opportunity Act (WIOA) transactions of less than \$250,000 for which only Workforce Development Board (WDB) approval is required.)

Quotations must be solicited from vendors that can reasonably be expected to provide the goods or services needed. Such quotations should include vendor contact information, and a description of the goods or services being offered.

For small purchases between \$1 and \$9,999, two or more documented quotes must be obtained. A memorandum to file, signed by EWDD staff, that identifies the quotations by date, source, quantity, time of performance, and all other requirements of the goods and/or services sought shall serve as sufficient documentation.

For small purchases between \$10,000 and \$49,999, a Request for Quote (RFQ) must be used. The RFQ shall be provided in writing (including fax or e-mail) to the vendors and should specify the quantity, time frames, and all the requirements of the product or services being sought. Three or more written quotes must be obtained with this method. All responses shall be in writing. A memorandum to file that identifies the selection process, the written solicitation, and all written responses shall serve as sufficient documentation.

For all quotations, the lowest price estimate shall serve as the primary criteria for selection. If the selected proposers did not offer the lowest price, justification must be incorporated into the memorandum to file documenting the criteria for selection and the relevance of the criteria to the need and benefit.

Competitive Proposals shall be used when the nature of the goods or services to be acquired cannot be defined as required by the sealed bid method; and specifically, when factors other than price are important in the selection decision; however procurements must be in excess of \$50,000. Competitive Proposals shall be managed through an RFP process with the objective to offer a fixed-price or cost-reimbursement type of contract.

Request for Qualifications – This method of procurement may be used when EWDD is seeking to establish a list of qualified organizations that provide highly specialized or technical services. Examples include grant writers or trainers. By establishing the list of qualified organizations, EWDD or its contractors may select to contract with one (1) or more of the organizations on an “as needed” basis. A cost or price analysis must be performed with the method and degree of analysis dependent on the facts surrounding the particular procurement situation.

Cost analysis, the review and evaluation of each element of cost to determine reasonableness, allocability, and allowability, must be performed when the offeror is required to submit the elements of their estimated cost (e.g., under professional, consulting, and architectural engineering services contracts).

To the greatest extent possible, procurement shall be conducted in a manner that provides full and open competition.

G. A description about how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider

AJCC Operator Procurement

On August 27, 2018, the City of Los Angeles' Economic and Workforce Development Department (EWDD) released an open, competitive Request for Proposals (RFP) for

America's Job Center of California (AJCC) Operators. The anticipated term of contracts was six months (January 1, 2019-June 30, 2019) with an Option to Renew for three additional one-year terms. The RFP provided details on roles, responsibilities, and deliverables of the AJCC/One-Stop Operator, including:

- Developing a collaborative partnership with other entities (described in the RFP) to provide a comprehensive array of services. This includes coordinating and facilitating the collocation within the AJCC of collaborators.
- Procuring and ensuring the timely execution of any subcontractor agreements including all applicable City terms and conditions.
- Providing responsible leadership to secure the resources and personnel necessary to ensure effective program performance.
- Coordinating the AJCC's daily operations with collaborators to ensure maximum provision of services during traditional and non-traditional hours.
- Managing the program operations.
- Performing annual fiscal reviews and programmatic audits of any subcontractors.
- Preparing written monitoring reports for any subcontractors that, at a minimum, identify successes and/or problems, making recommendations for quality improvement, and if applicable, requiring a corrective action plan to address findings.
- Providing ongoing technical assistance and support to collaborators and/or subcontractors.
- Providing written notice to the City of any program or fiscal issues in accordance with City guidelines.
- Complying with City initiatives, policies, and guidelines, including information bulletins, instructions, directives, and site-visit reports.
- Comply with EDD Directive No. WSD16-20 dated June 9, 2017. All proposers will be required to receive Hallmarks of Excellence Certification. http://www.edd.ca.gov/Jobs_and_Training/pubs/wsd16-20.pdf
- Supporting Ticket to Work, Lay-off Aversion, Veterans' Gold Card, and any other programs designed to assist workforce operations.

Review and Selection Process

1. All accepted proposals were reviewed to determine that the minimum eligibility requirements were met. Ineligible proposers were informed in writing.
2. All eligible WSC proposals were reviewed, scored, and ranked within the proposed city region of service.
3. All eligible proposals were reviewed for costs that were reasonable, allowable, necessary, and competitive, as measured by a review of the line-item budget, the program design, and its competitive standing as compared to all other proposals.
4. A minimum score of 70 was required to be considered for funding. However, a score of 70 or more was not a guarantee of funding. In addition, a high score did not necessarily guarantee funding. Proposals with a score of 70 or greater

that were not recommended for funding were placed on a List of Qualified Adult WorkSource Replacement Operators.

5. The EWDD proposed funding recommendations to the Workforce Development Board (WDB). The WDB considered EWDD's recommendations during a public meeting and accepted EWDD's recommendation in making its decision. The WDB's funding decisions were submitted to the Mayor and City Council for further consideration.
6. Proposers were notified in writing about funding recommendations and results of the RFP.

IV. Appendices

1. Stakeholder and Community Engagement Summary
2. Signature Page

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