



June 27, 2017

California Workforce Development Board  
Attn: Regional/Local Plan  
800 Capitol Mall, Suite 1022  
Sacramento, CA 95814

To Whom It May Concern:

In response to your letter dated May 23, 2017, the Southeast Los Angeles County Workforce Development Board (SELACO WDB) respectfully submits its Local Workforce Development Plan 2017-2020 that has been revised to address the following requirements that you had identified:

- D (iv) – Breakdown of resource contribution for each partner

SELACO WDB has prepared Addendum 1 to address this section. In addition, AJCC Partners – Roles and Resources Summary (Attachment A) has been prepared to illustrate the roles and resources that partners bring to the local workforce development system.

- F (ii) – Describe competitive process used for selection of the AJCC Operator

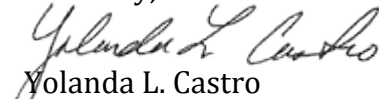
SELACO WDB has prepared Addendum 1 to address this section.

- CLEO Signature

SELACO WDB has secured all required signatures. The attached original, copies and electronic version include signatures of SELACO WDB's Policy Board Chair and SELACO WDB Chair.

Should you have any questions regarding this submission or require additional information, please feel free to contact me at (562) 402-9336 extension 1201 or at [yolandac@selaco.com](mailto:yolandac@selaco.com).

Sincerely,

  
Yolanda L. Castro  
Executive Director

Enclosures: SELACO WDB Local Workforce Development Plan 2017-2020 revised to include Addendum 1 – June 12, 2017 and AJCC Partners – Roles and Resources Summary (Attachment A)  
(1 original, 3 copies, 1 electronic version on a compact disc)

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

EXECUTIVE SUMMARY

The Southeast Los Angeles County Workforce Development Board (SELACO WDB) oversees a local workforce area comprised of seven cities: Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk. With a population of just under 500,000 residents, the area occupies a unique space within the region's geography and economy, sitting on the border of Los Angeles and Orange Counties, the two most populous counties in California. Workers in the region benefit from employment opportunities across the two-county area.

**Alignment with Regional Plan:** SELACO WDB's Local Plan is rooted in regional planning that has occurred within the Los Angeles Basin Regional Planning Unit (RPU). Furthermore, this Plan fully supports the vision for regional collaboration expressed by the RPU's Plan. The Regional Plan provides an analysis of key economic conditions, in-demand sectors and the workforce. Factors examined within this analysis include industry competitiveness, employment by industry, employment forecasts, target sectors for workforce development, skill requirements, workforce characteristics, and workforce development activities in the region. Our Local Plan reflects this regional analysis.

**Compatibility with State Workforce Plan:** SELACO WDB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. Strategies in support of the State plan include collaboration with core workforce programs, one-stop partners and other local stakeholders. In addition, workforce services for adult job seekers and youth serve as on ramps to regional sector pathway programs, the key workforce strategy promoted by the State Plan. Furthermore, SELACO WDB has implemented programs, services and strategies in the following areas to ensure compliance with State policies concerning local operations: sector strategies; career pathways; organizing regionally; "earn and learn" models; supportive services; building cross system data capacity; and integrating and braiding resources.

**Local Service Delivery System:** The local service delivery system ensures that job seekers have access the full range of employment, skills development and support services needed to prepare for jobs offering a living wage, career advancement opportunities and a pathway to the middle class.

**AJCC System:** SELACO WDB's AJCCs function as the primary portal through which all services are accessible. SELACO WDB oversees two America's Job Centers of California (AJCCs). One full service center in the City of Cerritos and one satellite center in the City of Norwalk, which will become a comprehensive center in 2018. The centers operate under an integrated service delivery model with Wagner-Peyser staff and offer the full array of WIOA Adult and Dislocated Worker Program services.

**Youth:** To complement WIOA services for youth and young adults, SELACO WDB coordinates our services with programs provided by the community colleges, adult education, labor-led apprenticeships, private trade schools, Youth Build programs, and Job Corps. We are re-tooling our services for out of school youth to focus on providing participants opportunities to explore and then train for jobs in the high-demand sectors that are regional priorities.

**Business Services:** Meeting the needs of businesses is the primary objective of the local workforce system. SELACO WDB's Business Services Team supports a delivery system where business is the

customer/partner and AJCCs are delivering qualified candidates for demand occupations. The SELACO WDB Business Services Team uses a consultative approach to capture business needs and develop a customized plan to provide a full range of resources and services that support productivity and profitability.

**Facilitating Access to Regional Sector Pathways:** SELACO WDB is leading efforts locally and regionally to work with education and other partners to build on existing career pathway programs. As the Los Angeles Basin looks to adopt or develop sector pathways that will be used across the region, SELACO WDB is likely to play a major role in the process. The Board is committed to working locally and with regional partners to enhance pathway strategies to meet the needs of the region's priority sectors.

**Key Partnerships:** Collaboration with the core program partners and many other stakeholders are central to SELACO WDB's approach to managing programs and services in the local area. As we work to build on the priorities of WIOA, the State Plan, and the Los Angeles Basin Regional Plan, the Board will take greater advantage of the resources that federal, state, county, municipal and community-based programs can provide and we will rely more extensively on support from partners to develop and implement strategies that deliver job ready workers to businesses in priority sectors. Key partners in this process include: the California Employment Development Department (EDD); the California Department of Rehabilitation (DOR); economic development agencies, including local chambers, the Los Angeles Economic Development Corporation (LAEDC) and those housed in member cities; and education, including adult schools, Cerritos College, four-year institutions, and trade and technical schools, among others.

**Target Populations:** Key job seeker target groups on which SELACO WDB is focused include: English language learners, foreign born individuals, persons with disabilities, and returning offenders, among others. SELACO WDB recognizes that many job seekers need to improve their English proficiency to be eligible for employment opportunities that will provide a middle class income and has set goals to increase the availability of services in this area. Similarly, the board will continue to expand and enhance services for persons with disabilities to promote opportunities for their placement into well-paying jobs.

**Goals:** Our Plan includes goals to strengthen, develop and expand services and functions at the local level. Additionally, there are goals expressed in the Regional Plan that will require action at the local level.

**Local Area Operations:** Among the goals established to enhance local operations are: increasing the number and effectiveness of community on-ramps; identifying model program designs for youth with disabilities; and further integrating partners into SELACO WDB's integrated service delivery model.

**Regional Coordination:** Among our various goals to promote regional coordination, planning and system alignment are: participation in planning a structure for the Los Angeles Basin RPU "WDB Partnership"; supporting regional efforts to engage businesses in discussions on industry-valued and recognized credentials; and contributing to engagement of industry in discussions on regional sector pathways.

**Submission of Unsigned Plan:** The time required to develop, vet and publish the Regional and Local Plans for comment has just concluded. The SELACO WDB and SELACO Policy Board (representing SELACO WDB's Chief Local Elected Officials [CLEO]) have been briefed on the development and content of the Local Plan. However, insufficient time was available to formally present the Local Plan to the WDB and CLEO for formal approval prior to the March 15, 2017 deadline. SELACO WDB will submit a signed original no later than July 1, 2017.

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

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

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

**I. SELACO WDB's Vision, Goals and Strategies**

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

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

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



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

### ***Goals and Strategies for Preparing an Educated and Skilled Workforce***

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

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

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

### ***Performance-Driven System***

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

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

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

## **II. Collaboration and Resource Alignment**

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

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

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

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

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

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

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

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

**I. Local Workforce Development System and Programs**

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

***WIOA Adult and Youth Programs and the AJCCs***

SELACO WDB oversees two American Job Centers of California (AJCCs). One full service center in the City of Cerritos and one satellite center in the City of Norwalk. We anticipate with the completion of our MOU process that both centers will be full service centers providing customers with access to partner services either on-site or via technology. The AJCCs are the portal to WIOA Adult and Dislocated Worker Program Services, offering adult basic career (ABC) services, individualized career services and access to training services. In 2014, SELACO WDB, in partnership with EDD, initiated an integrated service delivery (ISD) model, under which a unified initial registration and assessment process is used to determine how and by which programs job seekers are best served. Supervisors and staff have been organized into three teams: a System Management Team, a Welcome Team and a Business Services Team, each of which is supported by a combination of WDB and EDD staff. As outlined in recently developed MOUs, it is the goal of the system for the Department of Rehabilitation, WIOA Title II education providers, the community colleges, and other WIOA-mandated and local partners to play a greater role in AJCC service delivery, by assigning key staff to one of the three system teams.

***WIOA Youth Programs and Other Programs Serving Youth and Young Adults***

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

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

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

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

### ***Education and Training Providers***

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

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

to a labor exchange tool and the workforce system. With the completion of MOUs, staff will provide training for Adult School partners so that they can initiate registration into CalJOBS, creating an “on-ramp” to WIOA services. In return, efforts are in process to provide SELACO WDB staff access to the Adult Education enrollment system, providing the opportunity to immediately enroll customers into education-sponsored courses at anyone of the PAACE providers in our region.

### ***Support Systems and Services***

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

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

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

### ***Support of State Plan Policies***

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

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

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

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

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

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

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

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

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

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

funding from the County of Los Angeles, we support the operation of a youth “earn and learn” program that provides work experience serving many young people with various barriers to employment. As SELACO WDB moves forward, we are looking for additional opportunities to embed work-based learning into career pathway programs focused on priority sectors that demonstrate the greatest potential for growth.

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

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

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

### ***Collaboration with Core Program Providers and Other Workforce Stakeholders***

As noted in the preceding descriptions, collaborations with the core program partners and many other stakeholders are central to SELACO WDB’s approach to managing programs and services in the local area. As we work to build on the priorities of WIOA, the State Plan, and the Los Angeles Basin Regional Plan, local programs will take greater advantage of the resources that federal, state, county, municipal and



community-based programs can provide and will rely more extensively on support from partners to develop and implement strategies that deliver job ready workers to businesses in priority sectors. Several of the goals enumerated in Section T of this plan involve opportunities for collaboration with regional and local partners.

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

**I. Collaboration to Expand Access to Services**

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

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

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

Recently established MOUs depict the intent to expand access to Wagner Peyser, WIOA Adult, Dislocated Worker and Youth services by providing the opportunity to train partner staff on the use of the state-funded CalJOBS system. Through SELACO WDB hosted training, partner sites will have the capacity to serve as on-ramps to the AJCC

systems throughout the region, giving their customers the benefit of registration and immediate access to the state's labor exchange system.

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

## **II. Facilitating Career Pathways**

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

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

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

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

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

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

In recent conversations with business and business partners, they expressed an interest in starting a dialogue around the subject of certificates and credentials. A robust strategy will be developed regarding available certificates and industry pathways. The objective is to identify and/or create certificates and/or credentials that reflect required workforce skill needs. We anticipate that the dialogue will enhance our ability to support the establishment of credentials and certificates that are meaningful to our local industries/business.

### **IV. Facilitating Employer Engagement**

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

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

Business as Advisor: The development of career pathways, design of training programs, the value of credentials and the content of nearly all services that the system provides are reliant on guidance from business. As regional sector pathways become the primary method to prepare workers for demand-driven jobs, the need for intensive interaction with business will grow. While much of the required industry engagement will take place at the regional level, SELACO WDB will continue to interact with and gather input from local businesses on a daily basis. This information will be shared throughout the region to inform the development of career pathways and other sector strategies.

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

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

## **V. Meeting Business Needs**

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

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

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

Among the principal ways that this is accomplished are:

Hiring and Recruitment: The AJCC system supports the hiring and recruitment of thousands of job seekers per year. Quarterly, the centers hold on average, 25 hiring

events for local companies, including those that are just opening and others that are looking to add to their existing workforce.

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

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

Referrals to SELACO WDB's Network of Partners: When SELACO WDB identifies non-workforce issues for which our business customers are seeking support, team members make referrals to partners such as local cities, the Small Business Development Center (SBDC), and Los Angeles Economic Development Corporation (LAEDC). To ensure full access to business resources in our region, SELACO WDB's Business Engagement Team coordinates a quarterly meeting with local partners whose resources are designed to assist business. This group, the Business Resource Connection, ensures all workforce partners are kept up to date on resources available to support their business customers. Business Resource Connections is available to help business owners and managers identify opportunities to grow their businesses, access expertise and mentoring services. SELACO WDB provides consultation, information, referrals and makes the connection between business and the appropriate partner services.

## **VI. Coordinating Workforce Development Programs and Economic Development**

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

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

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

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

<b>D. Local America's Job Centers of California (AJCC) System</b>
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SELACO WDB's AJCCs function as the primary portal through which all services are accessible. In setting goals for the system, SELACO WDB and our partners adopted as a foundation for collaboration the state vision for AJCCs and their services, which states:

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

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

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

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

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

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

## **I. Ensuring Continuous Improvement**

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

### ***Promoting Continuous Improvement***

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

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

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

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

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

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

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

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

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

### ***Meeting Employment Needs of Business, Workers, and Jobseekers***

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

## **II. Facilitating Access to the AJCC System**

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



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

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

### **III. Accessibility for Persons with Disabilities**

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

#### ***Facilities/Programs and Services***

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

#### ***Technology***

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

<b><i>Assistive Technology</i></b>	<b><i>Details</i></b>
Keyboards w/Large Print Keys	Ensures visually impaired persons easy location of keys on keyboard when typing
WYNN Wizard 3.1	Text to speech and screen reading software and scanner software for learning disability and visually impaired persons.
WYNN Reader 3.1	
JAWS for Windows	
Epson Flatbed Scanner	
Kensington Expert Trackball Mouse	Easier to browse and move through document and on internet for persons with poor hand movement.

Telephone Handset Amplifiers	Available to customers upon request to use with telephone handset for maximum speech clarity
Door Chimes/ Visible signage at entrance door	Located outside entrance doors to ensure quick service to persons ringing for assistance
Electronic Height Adjustable Table/Work Surface	To ensure equipment and computers are wheelchair accessible at workstation.
TTY/TDD Super print Pro 80 Printer	Telecommunication device for deaf persons. Printer utilized as a mobile unit for customers/staff

### ***Materials***

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

### ***Staff Training and Support***

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

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

## **IV. Roles and Resource Contributions of the AJCC Partners**

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

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

#### **V. Memoranda of Understanding**

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

#### **VI. Coordination with WIOA Section 166 Grantees**

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

#### **VII. Coordination with WIOA Section 168 Grantees**

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

#### **VIII. Facilitating Access to Regional Sector Pathway Programs**

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

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

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

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

**I. Coordination with Regional Economic Development and Promoting Entrepreneurial Skills**

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

***Coordination with Regional Economic Development***

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

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

***Promoting Entrepreneurial Skills Training and Microenterprise Services***

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

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

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

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

## **III. Coordination of Rapid Response Activities**

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

Helping shape the content of and approach to rapid response service delivery are the Standards of Practice developed by the Southern California Rapid Response Regional

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

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

#### **IV. Youth Workforce Development Activities**

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

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

##### ***Services for In-School Youth***

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

### ***Services for Out of School Youth***

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

### ***Strategic Approaches to Serving Youth with Disabilities***

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

## **V. Coordination of Workforce and Education Services**

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

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

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

## **VI. Coordination of Support Services**

As described in Section II, SELACO WDB has developed myriad relationships with programs and providers that enhance the support services that we are able to make available with WIOA funding. Examples of the most commonly needed services include transportation assistance (including bus passes and gas vouchers); work-related clothing, uniforms, tools and supplies; temporary shelter; regular housing; assistance in covering utility costs; child and dependent care; payments for tests, licenses and other employment-related prerequisites; medical, dental and legal services; and counseling of every type. Some of the public and private partners providing these services at no cost include: L.A. County Department of Public Social Services, State Department of Rehabilitation, International Institute of Los Angeles, Working Wardrobes, Mexican American Opportunity Foundation, Crystal Stairs, and Southern California Alcohol and Drug Programs.

The Regional Plan describes the possibility of purchasing services at discounted rates, where agreements can be reached on behalf of the regional workforce system. The regional partners plan to conduct an assessment of where there may be gaps in support



for individuals being served through workforce, education or other employment readiness programs. Based on the results of this assessment, SELACO WDB would consider options to expand support resources within our jurisdiction.

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

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

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

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

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

## **IX. Services for Limited English Proficient Individuals**

SELACO WDB has strong, effective referral relationships with the education agencies within the PAACE AEGB consortium. Each of the adult schools represented by the consortium and Cerritos College offer English-as-a-Second Language (ESL) courses for learners at various levels of proficiency. Among the providers there is significant capacity. For instance, ABC USD's Adult School offers classes in the morning, afternoon, and evening, for all levels from beginning to advanced. Typically, as referrals are made from the AJCCs to the ESL providers, students are able to register for the next available start date. A draw back for many of the classes is that they run on a semester or trimester schedule.

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

<b>F.</b>	<b>Grants and Grant Administration</b>
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As described below, SELACO WDB administers WIOA grant funds within the local area in compliance with the requirements of the statute and applicable federal regulations.

**I. Entity Responsible for Disbursal of Grant Funds**

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

**II. Process for Awarding the Sub-Grants and Contracts**

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

<b>G.</b>	<b>Information Pertaining to Performance Goals</b>
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Following are the performance goals negotiated with SELACO WDB and EDD's Workforce Service Division leadership on behalf of the Governor and the chief elected officials for each local area. The goals, applicable to fiscal years 2016-17 and 2017-18, demonstrate an increase in performance in the second year.

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

## **H. Information Pertaining to Federal High Performance Criteria**

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

### **I. Compliance with State-Issued AJCC Policies**

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

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

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

#### ***Compliance with WIOA Adult Program Priority of Service***

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

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

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

### ***Compliance with WIOA Memorandums of Understanding – Phase I***

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

### ***Compliance with WIOA Memorandums of Understanding – Phase II***

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

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

SELACO WDB has a long history of successfully leveraging regional training programs through use of Individual Training Accounts (ITAs) and the State Eligible Training Provider List (ETPL). In addition, using waivers that first became available under the workforce provisions of the American Recovery and Reinvestment Act (ARRA), SELACO WDB has developed a number of successful contract training programs in which cohorts of individuals have been trained. The majority of this training has been provided by Cerritos College and has been implemented in response to training and hiring needs of a specific industry, such as healthcare, manufacturing or hospitality. The board intends to continue to make use of contracts for cohort training and will ensure they meet WIOA requirements, as outlined below.

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

### ***Provision of ITA Training***

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

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

### ***Enrolling Job Seekers in Cohort Contract Training Programs***

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

<b>J.</b>	<b>Transparency, Accessibility and Inclusiveness</b>
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SELACO WDB has provided multiple distinct opportunities for partners, stakeholders and members of the public to participate in planning and provide input on the Local Plan.

### ***Involvement of Partners in the Planning***

Regional Planning Stakeholder Forums: Understanding the significance of the Local Plan as part of the Los Angeles Basin Regional Plan and recognizing that stakeholder contributions to the regional planning process would benefit the larger system, SELACO WDB embraced regional stakeholder forums as a primary means for gathering input in the planning process. The local WDBs within the RPU, organized a series of 19 forums addressing five broad topics tied to the issues posed by the regional and local planning

guidance. The sessions cross-convened various stakeholder groups (CBOs, educators, organized labor), resulting in highly informative dialog and a productive exchange of ideas on strengthening the workforce system. While SELACO WDB hosted one of these forums, with more than 50 stakeholders in attendance, individuals from Southeast Los Angeles County participated in several of the forums.

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

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

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

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

### ***Public Comment and Review***

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

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

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

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

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

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

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

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

<b>L.</b>	<b>Miscellaneous Information</b>
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The following information is provided to address those items labeled within the Plan guidance as "miscellaneous."

### ***I. Availability of Local Plan to Title II Program Applicants***

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

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

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

### ***II. Ensuring Priority of Service Requirements***

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

### ***III. Nexus of Local Plan to the Regional Plan***

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

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

The vision, goals and overall SELACO WDB strategy expressed within the Local Plan are described within the context of the background analysis provided in the Regional Plan. In addition, the Local Plan, as indicated, has benefitted significantly from the regional planning process, led by the WDBs within the region, including activities used to gather stakeholder input.

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

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

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

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

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

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

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

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

***Local Area Operations and Service Delivery Goals***

1. Increase the number and effectiveness of community on-ramps
2. Further integrate partners into ISD Model
3. Examine opportunities to implement additional entrepreneurial skills training
4. Identify opportunities to access community college training using Strong Workforce funding on behalf of AJCC customers
5. Expand the availability of basic skills and English language skills training
6. Explore alternative strategies to make basic skills and English language skills training more accessible
7. Identify model program designs for youth with disabilities

8. Increase the availability of work-based learning models

### ***Goals Pertaining to Regional Coordination and Planning***

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

<b>U. Exhibits, Attachments and Addendum</b>
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Following are the exhibits, attachments and addendum that are incorporated into this plan.

### ***Exhibits***

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

### ***Attachments***

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

### ***Addendum***

- Addendum 1 – June 12, 2017

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Local Board Assurances**

### Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181(b)(7)).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134(c)(3)(E), and CUIC Section 14230(a)(6))
- H. The Local Board certifies that its America's Job Center of California<sup>SM</sup> (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the

purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.



## SIGNATURE PAGE

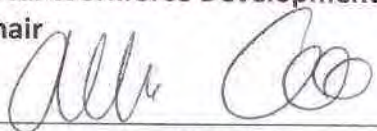
## Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

## Local Workforce Development Board

Chair



Signature

Allison Castellanos

Name

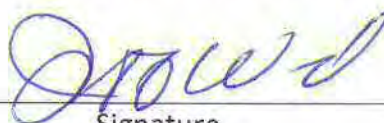
WDB Chair

Title

~~April 27,~~  
~~March 23,~~ 2017

Date

## Local Chief Elected Official



Signature

Jeff Wood

Name

Policy Board Chair

Title

April 18, 2017

Date

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**List of Comprehensive One-Stops  
and  
AJCC Partners**

**SELACO WDB**  
**List of Comprehensive One-Stops**

1. Cerritos AJCC – Comprehensive Center

Address: 10900 East 183<sup>rd</sup> Street, Suite 392  
Cerritos, CA 90703  
Principal Contact: Anna Leon  
Title: Director of Career Services  
Office Phone: (562) 402-9336 extension 1247 or 2203  
Email Address: [aleon@selaco.com](mailto:aleon@selaco.com)

2. Firestone AJCC – Comprehensive Center

Address: 12440 E. Firestone Blvd., Suite 100W  
Norwalk, CA 90650  
Principal Contact: Anna Leon  
Title: Director of Career Services  
Office Phone: (562) 402-9336 extension 1247 or 2203  
Email Address: [aleon@selaco.com](mailto:aleon@selaco.com)

**SELACO WDB**  
**List of AJCC Partners**

1. Employment Development Department (EDD)

Principal Contact: Olin King  
Phone: (626) 337-8378  
Email Address: [olin.king@edd.ca.gov](mailto:olin.king@edd.ca.gov)

2. California Department of Rehabilitation (DOR)

Principal Contact: Candy Williams  
Phone: (562) 864-8521  
Email Address: [candy.williams@dor.ca.gov](mailto:candy.williams@dor.ca.gov)

3. Temporary Assistance for Needy Families (TANF)

Principal Contact: Dahlia Cornejo  
Phone: (562) 908-8499  
Email Address: [DahliaCornejo@dpss.lacounty.gov](mailto:DahliaCornejo@dpss.lacounty.gov)

4. Partnership for Adult Academic and Career Education (PAACE)

Principal Contact: Graciela Vasquez  
Phone: (562) 860-2451 extension 2490  
Email Address: [gvasquez@cerritos.edu](mailto:gvasquez@cerritos.edu)



**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Memoranda of Understanding**

- 1. Employment Development Department (EDD)**
- 2. California Department of Rehabilitation (DOR)**
- 3. Partnership for Adult Academic and Career Education Regional Consortium (PAACE)**
- 4. Temporary Assistance for Needy Families (TANF)**

**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding  
between  
Southeast Los Angeles County Workforce Development Board  
and  
California Employment Development Department**

**1. Purpose**

Pursuant to the federal Workforce Innovation and Opportunity Act (PL 113-128), this Memorandum of Understanding (MOU) is entered into between the Workforce Development Corporation of Southeast Los Angeles County, Inc. (dba Southeast Los Angeles County Workforce Development Board) and the California Employment Development Department on behalf of its Norwalk office.

WIOA requires that an MOU be developed and executed between the Local Board and the America's Job Center of California<sup>SM</sup> (AJCC) partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving policy and program objectives. The MOU also serves to establish the framework for providing services to businesses, employed individuals, job seekers and others needing workforce services.

**2. California's Vision for the One-Stop System**

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

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

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

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

**3. Local/Regional Vision Statement, Mission Statement, Principles and Goals**

Congress and the U.S. Department of Labor (DOL) envision three hallmarks of



excellence, for the nation's workforce development delivery system under WIOA:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located;
- One-stop centers (the AJCCs) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

To support these objectives, the SELACO WDB has established a service delivery system in cooperation with organizations operating WIOA-mandated AJCC partner programs, along with a wide range of other community stakeholders. The system is guided by the following vision, mission, principles and goals:

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

***Mission:*** SELACO WDB's mission is two-fold. Our AJCC system supports the needs of job seekers for career services and training, while providing services to promote the success of local businesses.

***Principles:*** Our local AJCCs strive to meet the WIOA vision for an effective one-stop system, which is one that is designed to increase access to and opportunities for the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provides a comprehensive, accessible and high-quality workforce development system. SELACO WDB's AJCC partners are committed to developing and maintaining a one-stop system that is:

**Quality-Focused:** Supporting the content and approaches used to deliver all services the system has to offer is a commitment to ensuring that each service adds value to the achievement of goals and objectives by job seekers and businesses using the AJCCs.

**Business-Driven:** Local companies' talent and skill needs dictate the content, scope, and intensity of services the SELACO WDB's one-stop system offers. The system is driven to respond to the needs of business by sourcing, training and delivering qualified candidates.

**Customer-Centered:** Leveraging a wide range of strategies within an integrated service delivery environment, the local AJCCs are intensively focused on evaluating and



responding to the needs, preferences, desires and circumstances of all customers using the system.

Meets the Unique Needs of the Regional Economy: The SELACO WDB represents a unique sub-region of Los Angeles County – one that sits at the cross roads of various transportation corridors and on the border California's two largest counties. Some of the State's fastest growing and most dynamic industries are inside or within a reasonable commuting distance of SELACO WDB's borders. The AJCCs are actively involved in working with businesses in priority sectors to ensure the system remains responsive to their needs.

**System Goals:** Broadly, the goals of the Board reflect those espoused by DOL, which commit the one-stop system to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

Specific goals supporting one-stop system effectiveness that are part of SELACO WDB's current Local Area Strategic Plan include the following:

- Successfully implement national models to build strong career pathway programs.
- Use the Sector Partnerships as the vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs.
- Working with partners, increase the numbers of workers who are able to access and take advantage of skills training geared to employment in priority sectors and other promising industries.
- Explore alternative basic education models to reduce the time spent in this activity by some learners.
- Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs.
- Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies.
- Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the one-stop and WIA Youth Program delivery systems.



Support from EDD and all other AJCC partners is critical to the system's ability to achieve these goals.

#### **4. Parties**

The parties to this MOU are:

***Southeast Los Angeles County Workforce Development Board***

10900 East 183rd Street, Suite 392, Cerritos, CA 90703  
(562) 402-9336

***California Employment Development Department***

Norwalk Workforce Services  
ELA/LA Metro/Norwalk/Long Beach Region  
LA-Ventura Workforce Services Division, EDD  
12715 Pioneer Blvd., Norwalk, CA 90650  
562 929-9107

***State of California Employment Development Department  
Unemployment Insurance***

7000 Village Drive, Suite 110, Buena Park, CA 90621  
(714) 283-6835

#### **5. One-Stop System and Services**

The one-stop system overseen by the SELACO WDB includes the following full service AJCCs:

Cerritos AJCC  
10900 East 183rd St, Suite 350 Cerritos, CA 90703

Norwalk AJCC  
12715 Pioneer Ave. Norwalk, CA 90650

***Attachment A*** to this MOU provides a summary of the basic career services, individualized career services, follow-up services, training services and businesses services provided by the system.

***Attachment B*** summarizes the specific shared services provided by EDD under an integrated workforce development service model that has developed in partnership with the SELACO WDB.

#### **6. Responsibility of AJCC Partners**

To promote the development and sustainability of a quality-focused system capable of



meeting the full range of needs of its customers, EDD agrees to participate with SELACO WDB and other partners in joint planning, plan development, and system improvement activities to accomplish the following:

- Continuous partnership building.
- Continuous planning in response to state and federal requirements.
- Responsiveness to local and economic conditions, including employer needs.
- Adherence to common data collection and reporting needs.

In addition, EDD agrees to:

- Make its applicable service(s) available to customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

## **7. Funding of Services and Operating Costs**

By December 31, 2017, EDD agrees to negotiate and implement a cost sharing plan, which will constitute Attachment C to this MOU. In accordance with this plan, EDD and all relevant parties to this MOU will agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

EDD will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be attached to this MOU.

## **8. Methods for Referring Customers**

All AJCC system partners agree to support and mutually implement processes for the referral of customers to services not provided on-site.

EDD and system partners are committed to ensuring that intake and referral processes are customer-centered and provided by staff trained in effective customer service techniques. Partners will ensure that general information regarding AJCC programs, services, activities and resources are made available to all customers as appropriate. Customer referrals will be made through a variety of approaches, including verbally, via electronic media, and by way of traditional correspondence. Through the co-location of EDD representatives, cross training of AJCC staff, and use of real-time technology, EDD agrees to provide other AJCC partner staff access to meaningful information on services needed by customers.



Attachment B provides a summary of how EDD will support shared service delivery, including referrals of customers.

## **9. Access for Individuals with Barriers to Employment**

Along with other partners, EDD agrees to ensure access for individuals with barriers to employment. Under WIOA, the term "individual with a barrier to employment" means a member of 1 or more of the following populations –

- A. Displaced homemakers
- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Ex-offenders
- G. Homeless individuals or homeless children and youths
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farm workers
- K. Individuals within 2 years of exhausting lifetime eligibility (for TANF)
- L. Single parents (including single pregnant women)
- M. Long-term unemployed individuals
- N. Such other groups as the Governor involved determines to have barriers to employment

As part of the AJCC system, EDD commits to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds. Furthermore, EDD will ensure its policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

## **10. Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including, but not limited to, client tracking, common case management, reporting, and data collection.

To support the use of technology, EDD agrees to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Adhere to the principles of common reporting and shared information through electronic mechanisms, including shared technology.



- Commit to share information to the greatest extent allowable under its governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Acknowledge that system security provisions shall be agreed upon by all partners.

## **11. Confidentiality**

EDD agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program, as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

## **12. Non-Discrimination and Equal Opportunity**

EDD shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as



well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

### **13. Grievances and Complaints Procedure**

EDD agrees to establish and maintain procedures for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow customers or entities filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. EDD further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

### **14. American's with Disabilities Act and Amendments Compliance**

EDD agrees to ensure that its policies and procedures, as well as the programs and services provided at the AJCC, are in compliance with the Americans with Disabilities Act and its amendments. Additionally, EDD agrees to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

### **15. Effective Dates and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties. The MOU will be reviewed every three years or more frequently to identify any substantial changes that have occurred.

### **16. Modifications and Revisions**

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

### **17. Termination**

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tested and evaluated. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

### **18. Administrative and Operations Management Sections**



To support the effective administration and operation of the AJCC system, the parties agree to the following:

### **License for Use**

During the term of this MOU, all parties shall have a license to use all of the space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.

### **Supervision/Day to Day Operations**

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the staff's employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the staff's employer. All staff members assigned to the AJCC will comply with the holiday schedule of their employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsible for and hold all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

### **Dispute Resolution**

The parties agree to attempt to resolve policy or practice disputes at the lowest level possible, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management of the staff's employer and the operator for discussion and resolution.

### **Press Releases and Communications**

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the



Local Board on buildings and other items identified for AJCC usage. Such items include letterhead, envelopes, business cards, any written correspondence and fax transmittals, to the extent possible.

### **Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

### **19. Attachments**

The following attachments are included in this MOU:

Attachment A: One-Stop System Services

Attachment B: Employment Development Department – Shared System Services

Attachment C: Cost Sharing Agreement

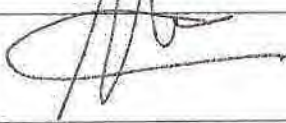
Attachment D: One-Stop System Map

Attachment E: WIOA AJCC Required Regional Partners/Roles of Providers per WIOA


### **20. Authority and Signatures**

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

#### ***Southeast Los Angeles County Workforce Development Board (SELACO WDB)***

AARON K. DRAKE		6/22/2016
Name	Signature	Date

#### ***SELACO WDB Policy Board of Elected Officials***

JEFF WOOD		6/28/16
Name	Signature	Date

**California Employment Development Department – Norwalk Workforce Services,  
ELA/LA Metro/Norwalk/Long Beach Region**

CONNIE CHAN	Connie D. Chan	6/16/2016
Name	Signature	Date

**State of California Employment Development Department  
Unemployment Insurance**

Maria Chuayngco	Maria Chuayngco	06/16/16
Name	Signature	Date



## **Attachment A**

### **Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding**

#### **One-Stop System Services**

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the SELACO WDB AJCC system in the delivery of these services.

**Career Services:** Career services for adults and dislocated workers are available at both local AJCCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

**Basic Career Services:** Basic career services must be made available and, at a minimum, must include the following services:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
  - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
  - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce



system;

- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

**Individualized Career Services:** Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

**Follow-up Services:** These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

**Training Services:** WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:



- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

**Business Services:** SELACO WDB's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.

**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**Cost Sharing Agreement**

As indicated in section 7 of the MOU, EDD agrees to negotiate and implement a cost sharing plan by December 31, 2017.



# Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

## One-Stop System Map



### SELACO WDB AJCC:

1. Cerritos Comprehensive AJCC – 10900 E. 183rd St., Cerritos CA 90703
2. Norwalk Affiliated, "Firestone AJCC" – 12440 Firestone Blvd., Suite 100, Norwalk, CA 90650 \*
3. Norwalk EDD Affiliated AJCC - 12715 S. Pioneer Blvd., Norwalk, CA 90650 \*

\* The two centers in Norwalk are temporarily split, but by July 1, 2018 will be combined into one building that is currently under construction.



**Attachment E**

**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**WIOA AJCC Required Regional Partners:  
Roles of Providers of Career Services System per WIOA**

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Ed.	WIOA Title III Wagner-Peyser Act	Title I of Rehab. Act	Carl D. Perkins	Title V Older Americans	L.A. Job Corps	Native American Programs	Veterans IVSC	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Dev.	Unemploy. Comp.	Migrant Seasonal Farmworkers	Youth Build	Second Chance	TANF
Assess Skills and Needs; Eligibility, Intake, Orientation	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Assist with Tuition/Fees	X	X	X										X	X			X		
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X			X	X			X	X	X
Deliver Training	X	X	X	X		X	X		X	X			X				X	X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X			X				X		
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Case Management	X	X	X	X		X	X			X	X	X	X				X	X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X			X	X	X			X	X	X	
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Support Services	X	X	X								X	X	X	X				X	X
Provide Work-Based Learning Opportunities	X	X	X	X		X	X	X	X	X			X				X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X



Local Board on buildings and other items identified for AJCC usage. Such items include letterhead, envelopes, business cards, any written correspondence and fax transmittals, to the extent possible.

### **Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

### **19. Attachments**

The following attachments are included in this MOU:

Attachment A: One-Stop System Services

Attachment B: Employment Development Department – Shared System Services

Attachment C: Cost Sharing Agreement

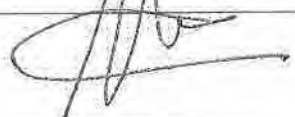
Attachment D: One-Stop System Map

Attachment E: WIOA AJCC Required Regional Partners/Roles of Providers per WIOA


### **20. Authority and Signatures**

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

***Southeast Los Angeles County Workforce Development Board (SELACO WDB)***

AARON K. DRAKE		6/22/2016
Name	Signature	Date

***SELACO WDB Policy Board of Elected Officials***

JEFF WOOD		6/25/16
Name	Signature	Date

**California Employment Development Department – Norwalk Workforce Services,  
ELA/LA Metro/Norwalk/Long Beach Region**

CONNIE CHAN	Connie O. Chan	6/16/2016
Name	Signature	Date

**State of California Employment Development Department  
Unemployment Insurance**

Maria Chuayingso	[Signature]	06/16/16
Name	Signature	Date



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**Employment Development Department – Shared System Services**

EDD is a co-located partner at the two AJCC's overseen by the SELACO WDB, with a full complement of staff at the Norwalk center, which is the traditional local EDD field office. As a partner in the AJCC system, EDD provides job seekers and businesses access to the following WIOA-mandated one-stop partner programs:

- WIOA Title III Wagner-Peyser
- Veterans Employment Services: Jobs for Veterans State Grant(JVSG)
- Trade Adjustment Assistance Act (TAA)
- Unemployment Insurance (UI)

EDD and SELACO WDB have developed an Integrated Service Delivery (ISD) model that supports the objectives of the MOU. Under the model, Title I (WIOA) programs and Title III (Wagner Peyser) programs will be co-located at the Cerritos and Norwalk AJCC sites. Access to Veteran's programs/services, TAA and UI will also be available.

The following information summarizes EDD's role within the AJCC system:

- Sharing System Design and Access:
- Sharing System Services
- Sharing Customers

**Sharing System Design and Access**

With regard to system design and access, EDD and SELACO WDB agreed to use of the following terms to characterize EDD's participation:

- "Bricks:" Achieved through co-location
- "Clicks: Providing direct linkages through use of various technology applications; and
- "Connect:" Cross training partner program staff to increase system capacity.

EDD-managed programs will be present and participate in the system in accordance with the following:

**1. *Wagner Peyser***

- a. Bricks – Co-located in at least one Comprehensive AJCC. The facility must meet the State's requirements for seismic and ADA certifications.
- b. Clicks – through CalJOBS<sup>SM</sup>

**2. *Unemployment Insurance (UI)***

- a. Bricks – UI computers and phones at AJCC sites
- b. Clicks – Assistance with Unemployment Insurance services through UI Online.
- c. Connect – Cross-train AJCC staff (basic information)

### **3. TAA**

- a. Bricks – Co-located at each AJCC
- b. Connect – Pre-screening

### **4. Veterans (JVSG)**

- a. Bricks – Co-located at each AJCC

### **5. Labor Market Information (LMI)**

- a. Clicks – Self-service through EDD's LMI website
- b. Connect – Cross-train staff

### **6. Youth Employment Opportunity Program (YEOP)**

- a. Bricks – Co-located at each AJCC
- b. Clicks – CalJOBS<sup>SM</sup>
- c. Connect – Cross-train on basic assessment

Training is a coordinated effort between EDD and SELACO WDB and relies on content experts from both agencies. If content experts do not exist within either organization, the agencies will identify resources to secure external experts to assist in training. EDD and SELACO WDB have agreed to the following training to increase AJCC staff capacity:

- Welcome Team - initial assessment, basic eligibility, co-enrollment
- Enhanced generic training
- Business services
- Supportive services
- Financial aid information/referral
- Targeted strategies for individuals with disabilities
- Local LMI

### **Sharing System Services**

EDD's role in the delivery of AJCC services is summarized within the descriptions below.

#### **1. Initial Assessment**



SELACO WDB's collaboration with EDD to design and implement an Integrated Service Delivery (ISD) system has resulted in the establishment of a frontline Welcome and Assessment team. The team includes representatives from EDD, SELACO WDB and other committed partner organizations, all of which support the initial assessment of customers seeking assistance. The objective is to assess interests and to determine an initial point of service. The initial assessment process ensures all customers have a CalJOBS<sup>SM</sup> Profile and are entered into VOScan (generic application) for adequate tracking of all referral activity, as agreed to by both management teams. Customers wishing to maintain access to the AJCC are provided a membership card, expediting their access on return visits. Following initial assessment and identifying an appropriate point of services, the targeted agency/partner will manage enrollment, as appropriate.

## ***2. Labor Market Information (LMI)***

Given the agency's statewide role in collecting, analyzing and publishing labor market information, EDD staff often takes the lead in working with customers seeking such information. EDD is committed to cross-train staff to be onsite trainers and will, provide qualified partner staff access to occupational guides/profiles and to its live website.

## ***3. Unemployment Insurance (UI)***

EDD will provide customers with meaningful assistance and information on filing claims for unemployment compensation through various methods utilizing the eApply4UI or UI Online applications. UI will continue to ensure that the AJCC offers direct phone connection to UI representatives through Public Service Program (PSP) after all in-person attempts by cross-trained AJCC staff have been exhausted.

## ***4. Labor Exchange Services CalJOBS<sup>SM</sup>***

Operating under the Integrated Service Delivery System, the partnership has established positive and effective business relationships with a wide range of companies in the region. The AJCC system, including EDD, will support:

- The process of having all system customers (job seekers and employers) registered in the job bank; and.
- Enter vetted employers and their job listing in CalJOBS<sup>SM</sup>.

Expert staff from both agencies will train appropriate partner staff in job matching, job referral standards and related protocols, including the process of identifying proper activity codes, case noting, job coaching, and career counseling.

## ***5. Business Services***

The Business Services Team, consisting of staff from both EDD and SELACO WDB, will work collaboratively to address the need of companies seeking assistance. Business accessing the AJCC will be greeted by members of the Welcome Team, who will immediately assess interest and initiate a referral to appropriate business services



experts. CalJOBS<sup>SM</sup> will be used as the primary system for managing services and providing employers immediate access to talent.

Rapid Response services will continue to be a coordinated effort among the Business and Career Services Teams. All business services activity will be monitored, to the greatest extent possible, using CalJOBS<sup>SM</sup>. Reports will be generated each month to assess business services and outcomes.

#### **6. Performance and Cost Information**

The partnership, including EDD, will continue to support the development of monthly Program Operations Reports that highlight:

- Total customer referrals
- Enrollments by program and target populations
- Enrollments into basic career services, individualized career services and training
- Outcomes of business outreach activities
- Business and job seeker success stories

#### **7. Supportive Services Information**

Center staff provides supportive service information to all customers via a video (general information) and one-on-one discussions. SELACO WDB will provide training to EDD representatives and staff from other partner agencies about WIOA-funded support services and leveraged resources available through community partners.

#### **8. Financial Aid Information**

Within the local system, job seekers receive information and guidance on how to complete a Free Application for Federal Student Aid (FAFSA) form or are referred to an adult education partner that is able to assist them in completing the application form. Center staff is required to determine if non-WIOA financial aid is available before committing WIOA training dollars. EDD staff will participate in this process by providing general information on financial aid and referring customers, as appropriate, to adult education partners for assistance with the FAFSA form.

#### **9. Orientation**

Partners, including EDD, are responsible for co-facilitating center and system orientation, which occurs in a number of ways, including:

- Universal video
- Welcome/Assessment Team individual and group communications
- Individually by cross-informed staff
- Shared scripts : PowerPoint presentations and videos

#### **10. Intake**



EDD contributes to the AJCCs' intake process through use of a shared data system and staff support for system registration and seamless co-enrollment.

### **Sharing Customers**

EDD and SELACO WDB staff will be co-located in at least one primary comprehensive AJCC, and co-enrollment will be achieved as follows:

#### ***Referrals:***

Under the Integrated Service Delivery system design, the centers maintain a Welcome and Assessment Team, including EDD representatives, that greets customers and assesses appropriate points of service delivery. Expert staff will assess suitability for enrollment in WIOA and/or Wagner-Peyser. Staff will be trained in the process of enrolling customers with the objective of enrolling suitable, eligible individuals in both programs. Referrals will be made based on the Team's assessment of a customer's interests and needs. For example, veterans entering the center will immediately be referred to the Veteran Services Navigator (VSN) on site, who will conduct assessment and support enrollment in all relevant programs. The number of referrals per program will be determined based on daily traffic. Referrals will be tracked and reported on monthly basis to assess outcome, and effectiveness of services.

***Co-Enrollment:*** Under the Integrated Service Delivery model, it is anticipated that EDD and other partner agency staff will be trained in and capable of enrolling customers in all relevant career service programs. At a minimum, all customers will be registered in CalJOBS<sup>SM</sup>, complete a Generic Application and be co-enrolled in Wagner-Peyser and WIOA Basic Career Services.



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding  
between  
Southeast Los Angeles County Workforce Development Board  
And  
California Department of Rehabilitation**

**1. Purpose**

Pursuant to the federal Workforce Innovation and Opportunity Act (PL 113-128), this Memorandum of Understanding (MOU) is entered into between the Workforce Development Corporation of Southeast Los Angeles County, Inc. (dba Southeast Los Angeles County Workforce Development Board) and the California Department of Rehabilitation (DOR), the state's principal employment and independent living resources for people with disabilities.

WIOA requires that an MOU be developed and executed between the Local Board and the America's Job Center of California<sup>SM</sup> (AJCC) partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving policy and program objectives. The MOU also serves to establish the framework for providing services to businesses, employed individuals, job seekers and others needing workforce services.

**2. California's Vision for the One-Stop System**

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

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

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

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

**3. Local/Regional Vision Statement, Mission Statement, Principles and Goals**



Congress and the U.S. Department of Labor (DOL) envision three hallmarks of excellence, for the nation's workforce development delivery system under WIOA:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located;
- One-stop centers (the AJCCs) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

To support these objectives, the SELACO WDB has established a service delivery system in cooperation with organizations operating WIOA-mandated AJCC partner programs, along with a wide range of other community stakeholders. The system is guided by the following vision, mission, principles and goals:

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

***Mission:*** SELACO WDB's mission is two-fold. Our AJCC system supports the needs of job seekers for career services and training, while providing services to promote the success of local businesses.

***Principles:*** Our local AJCCs strive to meet the WIOA vision for an effective one-stop system, which is one that is designed to increase access to and opportunities for the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provides a comprehensive, accessible and high-quality workforce development system. SELACO WDB's AJCC partners are committed to developing and maintaining a one-stop system that is:

Quality-Focused: Supporting the content and approaches used to deliver all services the system has to offer is a commitment to ensuring that each service adds value to the achievement of goals and objectives by job seekers and businesses using the AJCCs.

Business-Driven: Local companies' talent and skill needs dictate the content, scope, and intensity of services the SELACO WDB's one-stop system offers. The system is driven to respond to the needs of business by sourcing, training and delivering qualified candidates.

Customer-Centered: Leveraging a wide range of strategies within an integrated service



delivery environment, the local AJCCs are intensively focused on evaluating and responding to the needs, preferences, desires and circumstances of all customers using the system.

Meets the Unique Needs of the Regional Economy: The SELACO WDB represents a unique sub-region of Los Angeles County – one that sits at the cross roads of various transportation corridors and on the border California's two largest counties. Some of the State's fastest growing and most dynamic industries are inside or within a reasonable commuting distance of SELACO WDB's borders. The AJCCs are actively involved in working with businesses in priority sectors to ensure the system remains responsive to their needs.

**System Goals:** Broadly, the goals of the Board reflect those espoused by DOL, which commit the one-stop system to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

Specific goals supporting one-stop system effectiveness that are part of SELACO WDB's current Local Area Strategic Plan include the following:

- Successfully implement national models to build strong career pathway programs.
- Use the Sector Partnerships as the vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs.
- Working with partners, increase the numbers of workers who are able to access and take advantage of skills training geared to employment in priority sectors and other promising industries.
- Explore alternative basic education models to reduce the time spent in this activity by some learners.
- Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs.
- Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies.
- Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the one-stop and WIA Youth Program delivery systems.



Support from DOR and all other AJCC partners is critical to the system's ability to achieve these goals.

#### **4. Parties**

The parties to this MOU are:

***Southeast Los Angeles County Workforce Development Board***  
10900 East 183rd Street, Suite 392, Cerritos, CA 90703  
(562) 402-9336

***California Department of Rehabilitation***  
12501 E. Imperial Highway, Norwalk Ca 90650  
562-864-8521

#### **5. One-Stop System and Services**

The one-stop system overseen by the SELACO WDB includes the following full service AJCCs:

Cerritos AJCC  
10900 East 183rd St, Suite 350 Cerritos, CA 90703

Norwalk AJCC  
12715 Pioneer Ave. Norwalk, CA 90650

***Attachment A*** to this MOU provides a summary of the basic career services, individualized career services, follow-up services, training services and businesses services provided by the system.

***Attachment B*** summarizes the specific shared services provided by DOR in partnership with the SELACO WDB and the full range of AJCC partners.

#### **6. Responsibility of AJCC Partners**

To promote the development and sustainability of a quality-focused system capable of meeting the full range of needs of its customers, DOR agrees to participate with SELACO WDB and other partners in joint planning, plan development, and system improvement activities to accomplish the following:

- Continuous partnership building.
- Continuous planning in response to state and federal requirements.
- Responsiveness to local and economic conditions, including employer needs.
- Adherence to common data collection and reporting needs.



In addition, DOR agrees to:

- Make information about its service(s) available to customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in applicable capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

## **7. Funding of Services and Operating Costs**

By December 31, 2017, DOR agrees to negotiate and implement a cost sharing plan, which will constitute Attachment C to this MOU. In accordance with this plan, DOR and all relevant parties to this MOU will agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

DOR will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be attached to this MOU.

## **8. Methods for Referring Customers**

All AJCC system partners agree to support and mutually implement processes for the referral of customers to services not provided on-site.

DOR and system partners are committed to ensuring that intake and referral processes are customer-centered and provided by staff trained in effective customer service techniques. Partners will ensure that general information regarding AJCC programs, services, activities and resources are made available to all customers as appropriate. Customer referrals will be made through a variety of approaches, including verbally, via electronic media, and by way of traditional correspondence. Through cross training of AJCC staff and use of real-time technology, DOR agrees to provide other AJCC partner staff access to meaningful information on services needed by customers, as allowable under federal and state laws.

Attachment B provides a summary of how DOR will support shared service delivery, including referrals of customers.

## **9. Access for Individuals with Barriers to Employment**

Along with other partners, DOR agrees to ensure access for individuals with barriers to employment. Under WIOA, the term “individual with a barrier to employment” means a member of 1 or more of the following populations –



- A. Displaced homemakers
- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Ex-offenders
- G. Homeless individuals or homeless children and youths
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farm workers
- K. Individuals within 2 years of exhausting lifetime eligibility (for DOR)
- L. Single parents (including single pregnant women)
- M. Long-term unemployed individuals
- N. Such other groups as the Governor involved determines to have barriers to employment

As part of the AJCC system, DOR recognizes the system's commitment to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds. Furthermore, DOR will ensure its policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

#### **10. Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including, but not limited to, client tracking, common case management, reporting, and data collection.

To support the use of technology, DOR agrees to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Adhere to the principles of common reporting and, as permissible, shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under its governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements in partnership with SELACO WDB that allow interfaces of common information needs, as allowable and appropriate.



- Acknowledge that system security provisions shall be agreed upon by all partners.

## **11. Confidentiality**

DOR agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute, or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose, use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program, as allowed under law and regulation. The AJCC partner, therefore, agrees to share, as permissible, client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

## **12. Non-Discrimination and Equal Opportunity**

DOR shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

## **13. Grievances and Complaints Procedure**

DOR agrees to establish and maintain procedures for grievance and complaints as outlined in WIOA and other federal and state laws to which it is subject. The process for handling grievances and complaints is applicable to customers and partners. These



procedures will allow customers or entities filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. DOR further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

#### **14. American's with Disabilities Act and Amendments Compliance**

DOR agrees to ensure that its policies and procedures, as well as the programs and services provided at the AJCC, are in compliance with the Americans with Disabilities Act and its amendments. Additionally, DOR agrees to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

#### **15. Effective Dates and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties. The MOU will be reviewed every three years or more frequently to identify any substantial changes that have occurred.

#### **16. Modifications and Revisions**

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

#### **17. Termination**

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tested and evaluated. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

#### **18. Administrative and Operations Management Sections**

To support the effective administration and operation of the AJCC system, the parties agree to the following:

##### **License for Use**

During the term of this MOU, all parties shall have a license to use all space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.



## **Supervision/Day to Day Operations**

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the staff's employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the staff's employer. All staff members assigned to the AJCC will comply with the holiday schedule of their employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsible for and hold all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

## **Dispute Resolution**

The parties agree to attempt to resolve policy or practice disputes at the lowest level possible, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management of the staff's employer and the operator for discussion and resolution.

## **Press Releases and Communications**

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings and other items identified for AJCC usage. Such items include letterhead, envelopes, business cards, any written correspondence and fax transmittals.

## **Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and



costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

## 19. Attachments

The following attachments are included in this MOU:

Attachment A: One-Stop System Services

Attachment B: DOR – Shared System Services

Attachment C: Cost Sharing Agreement

Attachment D: One-Stop System Map

Attachment E: WIOA AJCC Required Regional Partners: Roles of Providers per WIOA


## 20. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

### ***Southeast Los Angeles County Workforce Development Board (SELACO WDB)***

Allison Castellanos		7/28/16
Name	Signature	Date

### ***SELACO WDB Policy Board of Elected Officials***

JEFF WOOD		8/18/16
Name	Signature	Date

### ***California Department of Rehabilitation (DOR)***

Candy Williams		7/12/16
Name	Signature	Date



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**One-Stop System Services**

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the SELACO WDB AJCC system in the delivery of these services.

**Career Services:** Career services for adults and dislocated workers are available at both local AJCCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

**Basic Career Services:** Basic career services must be made available and, at a minimum, must include the following services:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
  - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
  - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures,



as well as any additional performance information relating to the local workforce system;

- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

**Individualized Career Services:** Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

**Follow-up Services:** These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

**Training Services:** WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and



retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

**Business Services:** SELACO WDB's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**California Department of Rehabilitation - Shared System Services**

The administers the largest vocational rehabilitation program in the nation. The agency has a three-pronged approach to provide services and advocacy to assist people with disabilities to live independently, become employed and have equality in the communities in which they live and work. DOR provides consultation, counseling and vocational rehabilitation, and works with community partners to assist the consumers it serves.

SELACO WDB has adopted an Integrated Service Delivery (ISD) model that supports the objectives of the MOU. With the implementation of WIOA, Title II partners will generally support and/or deliver the activities listed in Attachment E, "AJCC Required Regional Partners: Roles of Providers of Career Services."

The following information summarizes DOR's role within the AJCC system:

- Sharing System Design and Access
- Sharing System Services
- Sharing Customers

**Sharing System Design and Access**

With regard to system design and access, DOR and SELACO WDB agreed to use of the following terms to characterize the participation of DOR within the local AJCC system:

- "Bricks:" Achieved through co-location;
- "Clicks: Providing direct linkages through use of various technology applications; and
- "Connect:" Cross training partner program staff to increase system capacity.

DOR will contribute to the system through Bricks, Clicks and Connect ". Under the concept of "Bricks" DOL staff will be present at one of the two SELACO WDB sponsored AJCC centers one day a week. Staff assigned will provide assistance in y include one or more of the following:

- Assess Skills and Needs; Eligibility; Intake; Orientation
- Develop Curriculum/Programs
- Deliver Training
- Engage Employers
- Provide Counseling (Academic/Personal/Career)
- Provide Case Management
- Provide Informational Services



- Provide Job Search Assistance
- Provided Labor Market Information
- Provide Support Services
- Provide Work-Based Learning Opportunities
- Recruit and Make Referrals

In addition, DOR will be present and participate in the system through “Clicks” and “Connect”. “Clicks” participation will support the active training of DOR staff in the active use of CalJOBS system, which functions as the technology centerpiece and information sharing hub for the AJCC partners and its key customers.

DOR will “connect” with AJCC partners by providing training on the process of direct referral to DOR services.

### **Sharing System Services**

DOR’s role in the coordinated delivery of AJCC services will include the following services and participation.

#### **1. Outreach**

To broaden community awareness and utilization of the one-stop career center system, and the programs and services of other AJCC partners, SELACO WDB and the DOR program when feasible will support the linking of websites, thereby providing those seeking information about jobs or training access to many sources at once. In addition, DOR has agreed to explore opportunities for unified messaging through the development of a welcome video that will promote the partnership.

#### **2. Intake**

As a system partner, DOR acknowledges that CalJOBS is the state-recognized system for intake, registration and enrollment into AJCC services. SELACO WDB and DOR have agreed to provide cross-training in CalJOBS and educational intake/registration processes and systems, including those used for adult basic career services. Training of DOR staff will allow for immediate access of information on all DOR customers co-enrolled into the AJCC WIOA services.

#### **3. Orientation**

SELACO WDB and the DOR program have agreed to provide cross training to ensure that AJCC partner staff is knowledgeable of and promotes one another’s programs and services. In addition, there is agreement, when feasible, to develop: common marketing messages and materials that will promote the system, including all partners; a common orientation video that describes programs/services available; primary points of access and points of contact at each site operated by the partners; and a training protocol/system that will educate partners about each other’s orientation and enrollment processes.

#### **4. Initial Assessment**

SELACO WDB and the DOR have agreed to share initial/basic assessment results (to the extent permissible without infringing upon client confidentiality) and to make the information available to other AJCC partners, considering co-enrollment of DOR participants, as needed and when allowable.

#### **5. Use of Logo**

DOR agrees to allow the use of its logo in AJCC promotional materials, including the planned orientation video.

**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

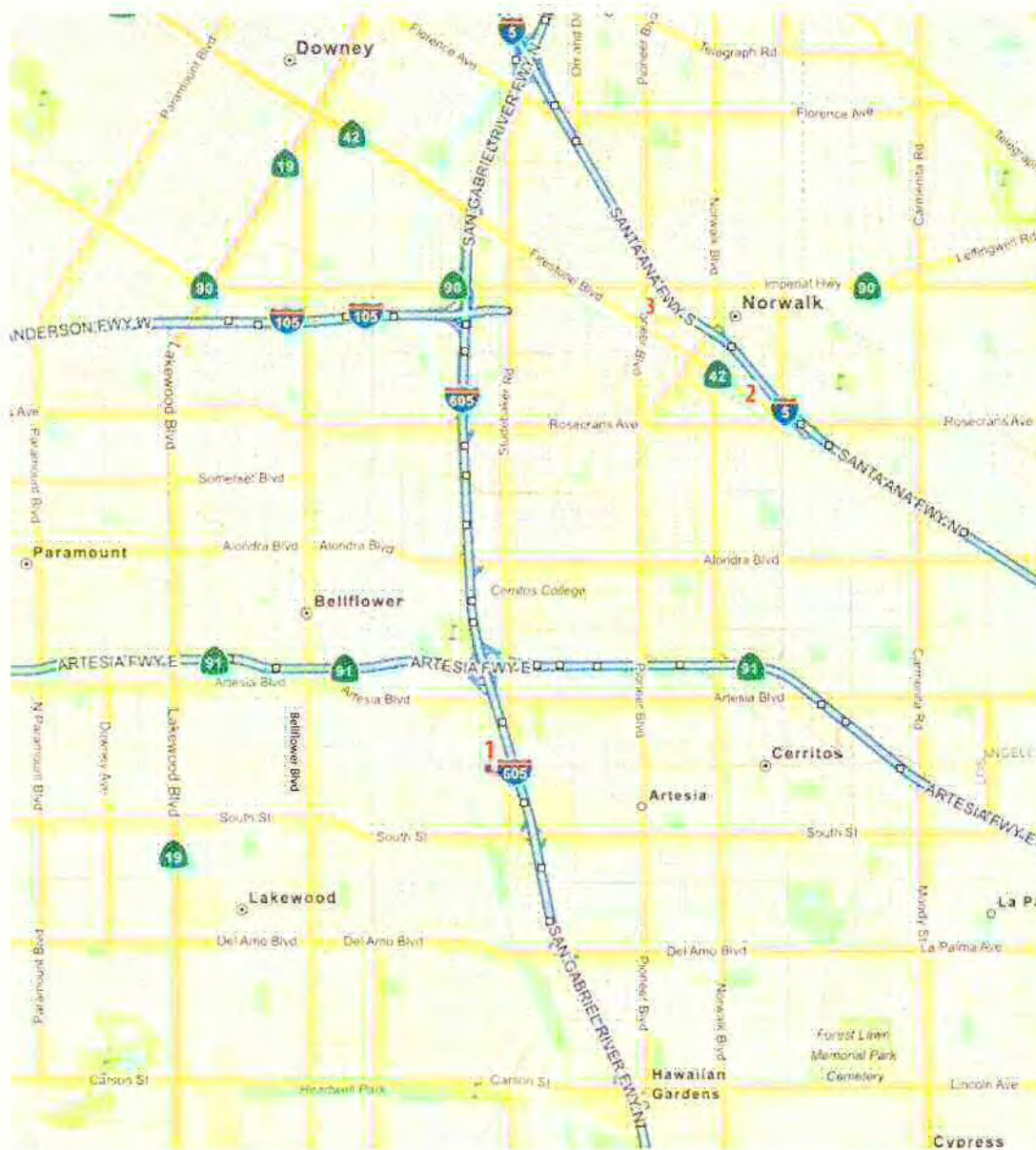
**Cost Sharing Agreement**

As indicated in section 7 of the MOU, DOR agrees to negotiate and implement a cost sharing plan by December 31, 2017.



# Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

## One-Stop System Map



### SELACO WDB AJCC:

1. Cerritos Comprehensive AJCC – 10900 E. 183rd St., Cerritos CA 90703
2. Norwalk Affiliated, "Firestone AJCC" – 12440 Firestone Blvd., Suite 100, Norwalk, CA 90650 \*
3. Norwalk EDD Affiliated AJCC – 12715 S. Pioneer Blvd., Norwalk, CA 90650 \*

\* The two centers in Norwalk are temporarily split, but by July 1, 2018 will be combined into one building that is currently under construction.

## Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

### WIOA AJCC Required Regional Partners: Roles of Providers of Career Services System per WIOA

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Ed.	WIOA Title II Wagner-Peyser Act	Title I of Rehab. Act	Carl D. Perkins	Title V Older Americans	LA Job Corps	Native American Programs	Veterans 7550	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Dev.	Unemploy. Comp.	Migrant Seasonal Farmworkers	Youth Build	Second Chance	TANF
Assess Skills and Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Assist with Tuition/Fees	X	X	X										X	X			X		
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X			X	X			X	X	X
Deliver Training	X	X	X	X		X	X		X	X			X				X	X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X			X				X		
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Case Management	X	X	X	X		X	X			X	X	X	X				X	X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X			X	X	X			X	X	X	
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Support Services	X	X	X								X	X	X	X				X	X
Provide Work-Based Learning Opportunities	X	X	X	X		X	X	X	X	X			X				X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding  
between  
Southeast Los Angeles County Workforce Development Board  
and  
Partnership for Adult Academic and Career Education Regional Consortium**

**1. Purpose**

Pursuant to the federal Workforce Innovation and Opportunity Act (PL 113-128), this Memorandum of Understanding (MOU) is entered into between the Workforce Development Corporation of Southeast Los Angeles County, Inc. (dba Southeast Los Angeles County Workforce Development Board) and the Partnership for Adult Academic and Career Education (PAACE) Regional Consortium, which include Cerritos College, ABC Unified School District, Bellflower Unified School District, Norwalk-La Mirada Unified School District and Downey Unified School District.

WIOA requires that an MOU be developed and executed between the Local Board and the America's Job Center of California<sup>SM</sup> (AJCC) partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving policy and program objectives. The MOU also serves to establish the framework for providing services to businesses, employed individuals, job seekers and others needing workforce services.

**2. California's Vision for the One-Stop System**

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

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

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

- Looking to find a job;
- Building educational or occupational skills;
- Earning a postsecondary certificate, or degree;



- Transferring to a postsecondary academic institution.
- Obtaining guidance on how to make career choices; or
- Seeking to identify and hire skilled workers.

### 3. Local/Regional Vision Statement, Mission Statement, Principles and Goals

Congress and the U.S. Department of Labor (DOL) envision three hallmarks of excellence, for the nation's workforce development delivery system under WIOA:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located;
- One-stop centers (the AJCCs) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

To support these objectives, the SELACO WDB has established a service delivery system in cooperation with organizations operating WIOA-mandated AJCC partner programs, along with a wide range of other community stakeholders. The system is guided by the following vision, mission, principles and goals:

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

**Mission:** SELACO WDB's mission is two-fold. Our AJCC system supports the needs of job seekers for career services and training, while providing services to promote the success of local businesses.

**Principles:** Our local AJCCs strive to meet the WIOA vision for an effective one-stop system, which is one that is designed to increase access to and opportunities for the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provides a comprehensive, accessible and high-quality workforce development system. SELACO WDB's AJCC partners are committed to developing and maintaining a one-stop system that is:



Quality-Focused: Supporting the content and approaches used to deliver all services the system has to offer is a commitment to ensuring that each service adds value to the achievement of goals and objectives by job seekers and businesses using the AJCCs.

Business-Driven: Local companies' talent and skill needs dictate the content, scope, and intensity of services the SELACO WDB's one-stop system offers. The system is driven to respond to the needs of business by sourcing, training and delivering qualified candidates.

Customer-Centered: Leveraging a wide range of strategies within an integrated service delivery environment, the local AJCCs are intensively focused on evaluating and responding to the needs, preferences, desires and circumstances of all customers using the system.

Meets the Unique Needs of the Regional Economy: The SELACO WDB represents a unique sub-region of Los Angeles County – one that sits at the cross roads of various transportation corridors and on the border of California's two largest counties. Some of the State's fastest growing and most dynamic industries are inside or within a reasonable commuting distance of SELACO WDB's borders. The AJCCs are actively involved in working with businesses in priority sectors to ensure the system remains responsive to their needs.

**System Goals**: Broadly, the goals of the Board reflect those espoused by DOL, which commit the one-stop system to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

Specific goals supporting one-stop system effectiveness that are part of SELACO WDB's current Local Area Strategic Plan include the following:

- Successfully implement national models to build strong career pathway programs.



- Use the Sector Partnerships as the vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs.
- Working with partners, increase the numbers of workers who are able to access and take advantage of skills training geared to employment in priority sectors and other promising industries.
- Explore alternative basic skills education models to reduce the time spent in this activity by some learners.
- Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs.
- Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies.
- Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the one-stop and WIA Youth Program delivery systems.

Support from PAACE (Partnership for Adult Academic and Career Education) consortium and all other AJCC partners is critical to the system's ability to achieve these goals.

#### **4. Parties**

The parties to this MOU are:

***Southeast Los Angeles County Workforce Development Board***  
10900 East 183rd Street, Suite 392, Cerritos, CA 90703  
(562) 402-9336

***Partnership for Adult Academic and Career Education (PAACE) Regional Consortium***  
c/o Cerritos College, 11110 Alondra Blvd., Norwalk, CA 90650  
ATTN: Graciela Vasquez, Associate Dean of Adult Education & Diversity Programs  
(562) 860-2451 ext. 2490

#### **5. One-Stop System and Services**

The one-stop system overseen by the SELACO WDB includes the following full service AJCCs:

Cerritos AJCC  
10900 East 183rd St, Suite 350 Cerritos, CA 90703



Norwalk AJCC  
12715 Pioneer Ave. Norwalk, CA 90650

**Attachment A** to this MOU provides a summary of the basic career services, individualized career services, follow-up services, training services and businesses services provided by the system.

**Attachment B** summarizes the specific shared services provided by PAACE in partnership with the SELACO WDB and the full range of AJCC partners.

## **6. Responsibility of AJCC Partners**

To promote the development and sustainability of a quality-focused system capable of meeting the full range of needs of its customers, PAACE agrees to participate with SELACO WDB and other partners in joint planning, plan development, and system improvement activities to accomplish the following:

- Continuous partnership building.
- Continuous planning in response to state and federal requirements.
- Responsiveness to local and economic conditions, including employer needs.
- Adherence to common data collection and reporting needs.

In addition, PAACE agrees to:

- Make its applicable service(s) available to customers through the one-stop delivery model.
- Participate in the operation of the one-stop model, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

## **7. Funding of Services and Operating Costs**

By December 31, 2017, PAACE agrees to negotiate and implement a cost sharing plan, which will constitute Attachment C to this MOU. In accordance with this plan, PAACE, SELACO WDB and all AJCC relevant parties to this MOU will agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

PAACE, SELACO WDB and all AJCC relevant parties will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time,



and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be attached to this MOU.

## **8. Methods for Referring Customers**

All AJCC system partners agree to support and mutually implement processes for the referral of customers to services not provided on-site.

PAACE, SELACO WDB and all AJCC system partners are committed to ensuring that agency intake and referral processes are provided. Partners will ensure that general information regarding PAACE and AJCC programs, services, activities and resources are made available to all customers as appropriate. Customer referrals will be made through a variety of approaches, including verbally, via electronic media, and by way of traditional correspondence. Through cross training of staff and use of real-time technology, PAACE and SELACO WDB agrees to provide staff access to meaningful information on services needed by customers.

Attachment B provides a summary of how PAACE will support shared service delivery, including referrals of customers.

## **9. Access for Individuals with Barriers to Employment**

Along with other partners, PAACE agrees to ensure access for individuals with barriers to employment. Under WIOA, the term "individual with a barrier to employment" means a member of 1 or more of the following populations –

- A. Displaced homemakers
- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Ex-offenders
- G. Homeless individuals or homeless children and youths
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farm workers
- K. Individuals within 2 years of exhausting lifetime eligibility (for TANF)
- L. Single parents (including single pregnant women)
- M. Long-term unemployed individuals
- N. Such other groups as the Governor involved determines to have barriers to employment



As part of the AJCC system, PAACE commits to offer priority services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when participating at the one-stop and providing individualized career services and training services with WIOA adult funds. Furthermore, PAACE will ensure its policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

#### **10. Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including, but not limited to, client tracking, common case management, reporting, and data collection.

To support the use of technology, PAACE agrees to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Adhere to the principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under its governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop in partnership with SELACO WDB and all AJCC relevant parties technological enhancements that allow interfaces of common information needs, as appropriate.
- Acknowledge that system security provisions shall be agreed upon by all partners.

#### **11. Confidentiality**

PAACE and SELACO WDB agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the



delivery of such services.

- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program, as allowed under law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

## **12. Non-Discrimination and Equal Opportunity**

PAACE, SELACO WDB and all AJCC relevant parties shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner will support and assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

## **13. Grievances and Complaints Procedure**

PAACE and SELACO WDB agrees to establish and maintain procedures for grievance and complaints as outlined in WIOA. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow customers or entities filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. PAACE further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.



#### **14. American's with Disabilities Act and Amendments Compliance**

PAACE agrees to ensure that its policies and procedures, as well as the programs and services provided at the AJCC, are in compliance with the Americans with Disabilities Act and its amendments. Additionally, PAACE agrees to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

#### **15. Effective Dates and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties. The MOU will be reviewed every three years or more frequently to identify any substantial changes that have occurred.

#### **16. Modifications and Revisions**

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

#### **17. Termination**

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tested and evaluated. In the event that it becomes necessary for one or more parties to cease being a part of this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

#### **18. Administrative and Operations Management Sections**

To support the effective administration and operation of the AJCC system, the parties agree to the following:

##### **License for Use**

During the term of this MOU, all parties shall have a license to use all space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.



## **Supervision/Day to Day Operations**

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the staff's employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the staff's employer. All staff members assigned to the AJCC will comply with the holiday schedule of their employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsible for and hold all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

## **Dispute Resolution**

The parties agree to attempt to resolve policy or practice disputes at the lowest level possible, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management of the staff's employer and the operator for discussion and resolution.

## **Press Releases and Communications**

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings if permitted and other items such as marketing materials, websites and banners, etc. identified for AJCC usage. Such items include letterhead, envelopes, business cards, any written correspondence and fax transmittals.

## **Hold Harmless/Indemnification/Liability**



In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

## 19. Attachments

The following attachments are included in this MOU:

Attachment A: One-Stop System Services

Attachment B: PAACE – Shared System Services

Attachment C: Cost Sharing Agreement

Attachment D: One-Stop System Map (not included)

Attachment E: WIOA AJCC Required Regional Partners: Roles of Providers of Career Services per WIOA

## 20. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

### ***Southeast Los Angeles County Workforce Development Board (SELACO WDB)***

	Allison Castellanos	7/28/16
Name	Signature	Date

### ***SELACO WDB Policy Board of Elected Officials***

JEFF WOOD		8/18/16
Name	Signature	Date

**Partnership for Adult Academic and Career Education (PAACE) Regional Consortium**

Graciela Vasquez		7/5/16
Name	Signature	Date
Patrick Dixon		7/6/16
Name	Signature	Date
Dr. PaoLing Guo		7/5/16
Name	Signature	Date
Sharon Renfro Todd		7/5/16
Name	Signature	Date
Blanca Rochin		7-5-16
Name	Signature	Date



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**One-Stop System Services**

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the SELACO WDB AJCC system in the delivery of these services.

**Career Services:** Career services for adults and dislocated workers are available at both local AJCCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

**Basic Career Services:** Basic career services must be made available and, at a minimum, must include the following services:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
  - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
  - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;



- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;
- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

Individualized Career Services: Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.



**Follow-up Services:** These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

**Training Services:** WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;
- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

**Business Services:** SELACO WDB's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.

- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**Partnership for Adult Academic and Career Education (PAACE)  
Regional Consortium - Shared System Services**

The Partnership for Adult Academic and Career Education (PAACE) represents five educational institutions serving the communities represented by the SELACO WDB. PAACE plays a role in the coordination of workforce services to students/job seekers served by the two AJCCs overseen by the SELACO WDB. As partners in the AJCC system, PAACE institutions are responsible for WIOA Title II adult education services.

SELACO WDB has adopted an Integrated Service Delivery (ISD) model that supports the objectives of the MOU. With the implementation of WIOA, Title II partners will generally support and/or deliver the activities listed in Attachment E, "AJCC Required Regional Partners: Roles of Providers of Career Services."

The following information summarizes PAACE's role within the AJCC system:

- > Sharing System Design and Access
- > Sharing System Services
- > Sharing Customers

**Sharing System Design and Access**

With regard to system design and access, PAACE and SELACO WDB agreed to use of the following terms to characterize the participation of PAACE institutions within the local AJCC system:

- "Bricks:" Achieved through co-location;
- "Clicks: Providing direct linkages through use of various technology applications; and
- "Connect:" Cross training partner program staff to increase system capacity.

PAACE institutions will be present and participate in the system through "Clicks" and "Connect". "Clicks" participation will support the active training of PAACE Institution staff in the active use of CalJOBS system, which functions as the technology centerpiece and information sharing hub for the AJCC partners and its key customers.

PAACE will "connect" with AJCC partners by providing training on the process of direct referral to PAACE Institutions.

In addition, PAACE institutions will principally be present and participate in the system through "clicks," including active use of the CalJOBS system, which functions as the technology centerpiece and information sharing hub for the AJCC partners and its key customers.

## **Sharing System Services**

PAACE's role in the coordinated delivery of AJCC services will include the following services and participation.

### **1. Outreach**

To broaden community awareness and utilization of the one-stop career center system, adult education programs, community college continuing education programs and the programs and services of other AJCC partners, SELACO WDB and the PAACE consortium have agreed initially to create links among their websites, thereby providing those seeking information about jobs or training access to many sources at once. In addition, PAACE has agreed to explore opportunities for unified messaging through the development of a welcome video that will promote the partnership.

### **2. Intake**

As a system partner, PAACE acknowledges that CalJOBS is the state-recognized system for intake, registration and enrollment into AJCC services. SELACO WDB and PAACE consortium partners have agreed to provide cross-training in CalJOBS and educational intake/registration processes and systems, including those used for adult basic career services.

### **3. Orientation**

SELACO WDB and the PAACE partners have agreed to provide cross training to ensure that AJCC partner staff is knowledgeable of and promotes one another's programs and services. In addition, there is agreement to develop: common marketing messages and materials that will promote the system, including all partners; a common orientation video that describes programs/services available; primary points of access and points of contact at each site operated by the partners; and a training protocol/system that will educate partners about each other's orientation and enrollment processes.

### **4. Initial Assessment**



SELACO WDB and the PAACE partners have agreed to share initial/basic assessment results (to the extent permissible without infringing upon client confidentiality) and to make the information available to other AJCC partners as needed and when allowable.

### **Sharing Customers**

A system is currently in place between SELACO WDB and the PAACE partners and community college continuing education partners through which points of contact at each partner institution have been identified for referral of students/participants to the one-stop system and the AJCC partners. Staff from all partners currently refers and schedules appointments through direct contact by phone. Partners have agreed to adopt technology-based communication methods to supplement telephone calls. This will likely include use of real-time tools, such as Google Docs and implementation of a shared online calendar. The partnership will move to strengthen the referral process by possibly connecting it to the K-16 "A" Bridge program, a student success initiative and partnership between Cerritos College and PAACE partners that supports students' effectively transitioning from adult school to college.

***Attachment C***

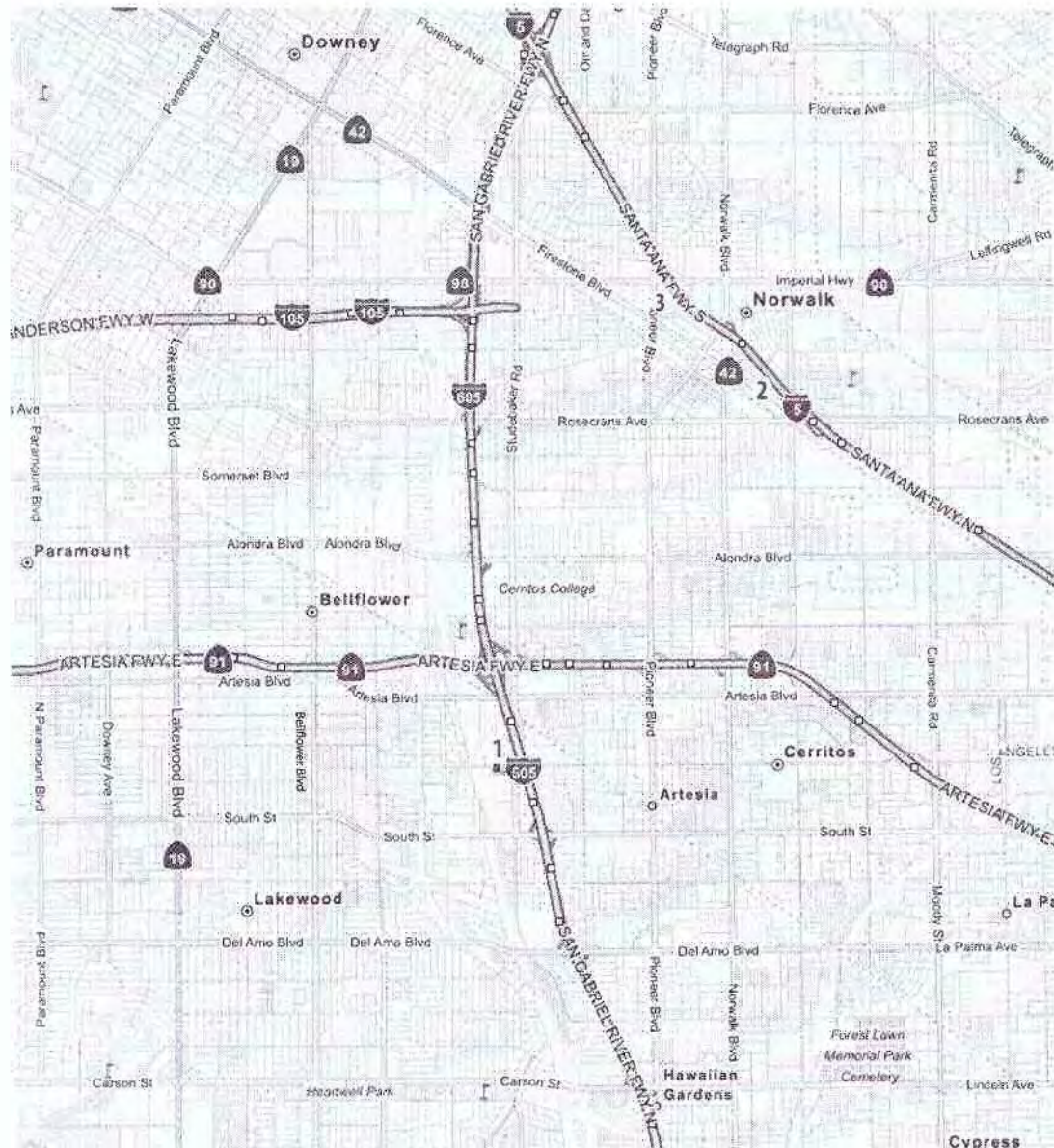
## **Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding**

### **Cost Sharing Agreement**

As indicated in section 7 of the MOU, the PAACE consortium agrees to negotiate and implement a cost sharing plan by December 31, 2017.

## Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

### One-Stop System Map



#### SELACO WDB AJCC:

1. Cerritos Comprehensive AJCC – 10900 E. 183rd St., Cerritos CA 90703
2. Norwalk Affiliated, "Firestone AJCC" – 12440 Firestone Blvd., Suite 100, Norwalk, CA 90650 \*
3. Norwalk EDD Affiliated AJCC - 12715 S. Pioneer Blvd., Norwalk, CA 90650 \*

\* The two centers in Norwalk are temporarily split, but by July 1, 2018 will be combined into one building that is currently under construction.



## Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

### WIOA AJCC Required Regional Partners: Roles of Providers of Career Services System per WIOA

#### AJCC Required Regional Partners: Roles of Providers of Career Services

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Ed.	WIOA Title III Wagner-Peyser Act	Title I of Rehab. Act	Cert D. Perkins	Title V Older Americans	L.A. Job Corp.	Native American Programs	Veterans TVSG	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Dev.	Unemploy. Comp.	Migrant Seasonal Farmworkers	Youth Build	Second Chance	TANF
Assess Skills and Needs; Eligibility, Intake; Orientation	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Assist with Tuition/Fees	X	X	X										X	X			X		
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X			X	X			X	X	X
Deliver Training	X	X	X	X		X	X		X	X			X				X	X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X			X				X		
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Case Management	X	X	X	X		X	X			X	X	X	X				X	X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X			X	X	X			X	X	X	
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Support Services	X	X	X								X	X	X	X				X	X
Provide Work-Based Learning Opportunities	X	X	X	X		X	X	X	X	X			X				X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X

**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding  
between  
Southeast Los Angeles County Workforce Development Board  
And  
Los Angeles County Department of Public Services –  
Temporary Assistance to Needy Families**

**1. Purpose**

Pursuant to the federal Workforce Innovation and Opportunity Act (PL 113-128), this Memorandum of Understanding (MOU) is entered into between the Workforce Development Corporation of Southeast Los Angeles County, Inc. (dba Southeast Los Angeles County Workforce Development Board) and the Los Angeles County Department of Public Social Services-Temporary Assistance to Needy Families (TANF) the state's principal source of income for families in need by providing a combination of financial assistance and work opportunities leading to self-sufficiency. .

WIOA requires that an MOU be developed and executed between the Local Board and the America's Job Center of California<sup>SM</sup> (AJCC) partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the parties and to define their respective roles and responsibilities in achieving policy and program objectives. The MOU also serves to establish the framework for providing services to businesses, employed individuals, job seekers and others needing workforce services.

**2. California's Vision for the One-Stop System**

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

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

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

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



### 3. Local/Regional Vision Statement, Mission Statement, Principles and Goals

Congress and the U.S. Department of Labor (DOL) envision three hallmarks of excellence, for the nation's workforce development delivery system under WIOA:

- The needs of businesses and workers drive workforce solutions and local boards are accountable to communities in which they are located;
- One-stop centers (the AJCCs) provide excellent customer service to jobseekers and employers and focus on continuous improvement; and
- The workforce system supports strong regional economies and plays an active role in community and workforce development.

To support these objectives, the SELACO WDB has established a service delivery system in cooperation with organizations operating WIOA-mandated AJCC partner programs, along with a wide range of other community stakeholders. The system is guided by the following vision, mission, principles and goals:

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

***Mission:*** SELACO WDB's mission is two-fold. Our AJCC system supports the needs of job seekers for career services and training, while providing services to promote the success of local businesses.

***Principles:*** Our local AJCCs strive to meet the WIOA vision for an effective one-stop system, which is one that is designed to increase access to and opportunities for the employment, education, training, and support services that individuals need to succeed in the labor market, particularly those with barriers to employment. It aligns workforce development, education, and economic development programs with regional economic development strategies to meet the needs of local and regional employers, and provides a comprehensive, accessible and high-quality workforce development system. SELACO WDB's AJCC partners are committed to developing and maintaining a one-stop system that is:

**Quality-Focused:** Supporting the content and approaches used to deliver all services the system has to offer is a commitment to ensuring that each service adds value to the achievement of goals and objectives by job seekers and businesses using the AJCCs.

**Business-Driven:** Local companies' talent and skill needs dictate the content, scope, and intensity of services the SELACO WDB's one-stop system offers. The system is driven to respond to the needs of business by sourcing, training and delivering qualified candidates.

Customer-Centered: Leveraging a wide range of strategies within an integrated service delivery environment, the local AJCCs are intensively focused on evaluating and responding to the needs, preferences, desires and circumstances of all customers using the system.

Meets the Unique Needs of the Regional Economy: The SELACO WDB represents a unique sub-region of Los Angeles County – one that sits at the cross roads of various transportation corridors and on the border of California's two largest counties; Los Angeles County and Orange County. Some of the State's fastest growing and most dynamic industries are inside or within a reasonable commuting distance of SELACO WDB's borders. The AJCCs are actively involved in working with businesses in priority sectors to ensure the system remains responsive to their needs.

**System Goals:** Broadly, the goals of the Board reflect those espoused by DOL, which commit the one-stop system to:

- Provide job seekers with the skills and credentials necessary to secure and advance in employment with family-sustaining wages;
- Provide access and opportunities to all job seekers, including individuals with barriers to employment, such as individuals with disabilities, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other supports, including education and training for their current workforce;
- Participate in rigorous evaluations that support continuous improvement of one-stop centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

Specific goals supporting one-stop system effectiveness that are part of SELACO WDB's current Local Area Strategic Plan include the following:

- Successfully implement national models to build strong career pathway programs.
- Use the Sector Partnerships as the vehicle for the identification of career pathways and the development, re-tooling and alignment of courses/curricula to meet business needs.
- Working with partners, increase the numbers of workers who are able to access and take advantage of skills training geared to employment in priority sectors and other promising industries.
- Explore alternative basic education models to reduce the time spent in this activity by some learners.
- Refine existing approaches to rapid response and business services so that they are fully transformed into proactive business retention and layoff aversion programs.
- Expand the use of work-based learning models to create additional skills development and employment opportunities for all workers and align work-based learning strategies with career pathway strategies.
- Continue to build strong linkages to registered apprenticeship programs and fully integrate these programs in the one-stop and WIA Youth Program delivery systems.



Support from TANF and all other AJCC partners is critical to the system's ability to achieve these goals.

#### **4. Parties**

The parties to this MOU are:

***Southeast Los Angeles County Workforce Development Board***  
10900 East 183rd Street, Suite 392, Cerritos, CA 90703  
(562) 402-9336

***Los Angeles County Department of Public Services –  
Temporary Assistance to Needy Families***  
12860 Crossway Parkway South, City of Industry, CA 91746

#### **5. One-Stop System and Services**

The one-stop system overseen by the SELACO WDB includes the following full service AJCCs:

Cerritos AJCC  
10900 East 183rd St, Suite 350 Cerritos, CA 90703

Norwalk AJCC  
12715 Pioneer Ave. Norwalk, CA 90650

***Attachment A*** to this MOU provides a summary of the basic career services, individualized career services, follow-up services, training services and businesses services provided by the system.

***Attachment B*** summarizes the specific shared services provided by TANF in partnership with the SELACO WDB and the full range of AJCC partners.

#### **6. Responsibility of AJCC Partners**

To promote the development and sustainability of a quality-focused system capable of meeting the full range of needs of its customers, TANF agrees to participate with SELACO WDB and other partners in joint planning, plan development, and system improvement activities to accomplish the following:

- Continuous partnership building.
- Continuous planning in response to state and federal requirements.
- Responsiveness to local and economic conditions, including employer needs.
- Identify and coordinate allowable collection, reporting and sharing of performance data.

In addition, TANF agrees to:

- Identify and coordinate applicable service(s) available to customers through the one-stop delivery system.
- Participate in the operation of the one-stop system, consistent with the terms of the MOU and requirements of authorized laws.
- Participate in applicable capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

## **7. Funding of Services and Operating Costs**

The AJCC partner to this MOU agrees to explore a fair and equitable cost sharing formula prior to the June 30, 2017 deadline, which will constitute Attachment C to this MOU. In accordance with this formula, TANF and all relevant parties to this MOU will agree to share in the operating costs of the AJCC system, not excluding in-kind contributions. The cost of services, operating costs, and infrastructure costs of the system will be funded by all AJCC partners through a separately negotiated cost sharing agreement based on an agreed upon formula or plan.

TANF will ensure that the shared costs are supported by accurate data in accordance with local district and governing board policies, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in a separate Cost Sharing Agreement that will be attached to this MOU.

## **8. Methods for Referring Customers**

All AJCC system partners agree to support and mutually implement processes for the referral of customers to services not provided on-site.

TANF and system partners are committed to ensuring that intake and referral processes are customer-centered and provided by staff trained in effective customer service techniques. Partners will ensure that general information regarding AJCC programs, services, activities and resources are made available to all customers as appropriate. Customer referrals may be made through a variety of approaches, including verbally, via electronic email, and by way of traditional correspondence. Through cross training of AJCC staff and/or use of real-time technology, TANF agrees to provide other AJCC partner staff access to meaningful information on services needed by customers, as allowable under federal and state laws.

Attachment B provides a summary of how TANF will support shared service delivery, including referrals of customers.

## **9. Access for Individuals with Barriers to Employment**

Along with other partners, TANF agrees to ensure access for individuals with barriers to employment. Under WIOA, the term "individual with a barrier to employment" means a member of 1 or more of the following populations –

- A. Displaced homemakers



- B. Low-income individuals
- C. Indians, Alaska Natives, and Native Hawaiians
- D. Individuals with disabilities, including youth who are individuals with disabilities
- E. Older individuals
- F. Ex-offenders
- G. Homeless individuals or homeless children and youths
- H. Youth who are in or have aged out of the foster care system
- I. Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- J. Eligible migrant and seasonal farm workers
- K. Individuals within 2 years of exhausting lifetime eligibility (for TANF)
- L. Single parents (including single pregnant women)
- M. Long-term unemployed individuals
- N. Such other groups as the Governor involved determines to have barriers to employment

As part of the AJCC system, TANF recognizes the system's commitment to offer priority for services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds. Furthermore, TANF will ensure its policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

#### **10. Shared Technology and System Security**

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including, but not limited to, client tracking, common case management, reporting, and data collection.

To support the use of technology, TANF agrees to:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- Adhere to the principles of common reporting and, as permissible, shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under its governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements in partnership with SELACO WDB that allow interfaces of common information needs, as allowable and appropriate.
- Acknowledge that system security provisions shall be agreed upon by all partners.



## **11. Confidentiality**

TANF agrees to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute, or requirement to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose, use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.
- The AJCC partner agrees to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC partners must adhere, and shall share information necessary for the administration of the program, as allowed under law and regulation. The AJCC partner, therefore, agrees to share, as permissible, client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other parties.

## **12. Non-Discrimination and Equal Opportunity**

TANF shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partner will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

## **13. Grievances and Complaints Procedure**

TANF agrees to establish and maintain procedures for grievance and complaints as outlined in WIOA and other federal and state laws to which it is subject. The process for handling grievances and complaints is applicable to customers and partners. These procedures will allow customers or entities filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their



grievance. TANF further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.

#### **14. American's with Disabilities Act and Amendments Compliance**

TANF agrees to ensure that its policies and procedures, as well as the programs and services provided at the AJCC, are in compliance with the Americans with Disabilities Act and its amendments. Additionally, TANF agrees to fully comply with the provisions of WIOA, Title VII of the Civil Rights Act of 1964, the Age Discrimination Act of 1975, Title IX of the Education Amendments of 1972, 29 CFR Part 37 and all other regulations implementing the aforementioned laws.

#### **15. Effective Dates and Term of MOU**

This MOU shall be binding upon each party hereto upon execution by such party. The term of this MOU shall be three years, commencing on the date of execution by all parties. The MOU will be reviewed every three years or more frequently to identify any substantial changes that have occurred.

#### **16. Modifications and Revisions**

This MOU constitutes the entire agreement between the parties and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

#### **17. Termination**

The parties understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The parties also agree that this is a project where different ways of working together and providing services are being tested and evaluated. In the event that it becomes necessary for one or more parties to cease being a part of this this MOU, said entity shall notify the other parties, in writing, 30 days in advance of that intention.

#### **18. Administrative and Operations Management Sections**

To support the effective administration and operation of the AJCC system, the parties agree to the following:

##### **License for Use**

During the term of this MOU, all parties shall have a license to use all space of the AJCCs for the sole purpose of conducting acceptable AJCC services as outlined herein.

##### **Supervision/Day to Day Operations**

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of



ORIGINAL

the site supervisor(s). The employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the staff's employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the staff's employer. All staff members assigned to the AJCC will comply with the holiday schedule of their employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), all legally-required employee benefits. In addition, each party shall be solely responsible for and hold all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

### **Dispute Resolution**

The parties agree to attempt to resolve policy or practice disputes at the lowest level possible, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management of the staff's employer and the operator for discussion and resolution.

### **Press Releases and Communications**

All parties shall be included when communicating with the press, television, radio or any other form of media regarding its duties or performance under this MOU. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other parties, in all communications, each party shall make specific reference to all other parties.

The parties agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings and other items identified for AJCC usage. Such items include letterhead, envelopes, business cards, any written correspondence and fax transmittals.

### **Hold Harmless/Indemnification/Liability**

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold



harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.

## 19. Attachments

The following attachments are included in this MOU:

Attachment A: One-Stop System Services

Attachment B: TANF – Shared System Services

Attachment C: Cost Sharing Agreement

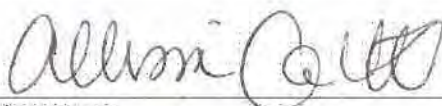
Attachment D: One-Stop System Map

Attachment E: WIOA AJCC Required Regional Partners: Roles of Providers per WIOA

## 20. Authority and Signatures

The individuals signing below have the authority to commit the party they represent to the terms of this MOU and do so commit by signing:

### ***Southeast Los Angeles County Workforce Development Board (SELACO WDB)***

Allison Castellanos		1/26/17
Name	Signature	Date

### ***SELACO WDB Policy Board of Elected Officials***

JEFF WOOD		2/22/17
Name	Signature	Date

### ***Los Angeles County Department of Public Social Services-Temporary Assistance to Needy Families***

Sheryl L. Spiller		1/18/2017
Name	Signature	Date



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**One-Stop System Services**

WIOA establishes two levels of employment and training services for adults and dislocated workers: career services and training services. Following is general information on WIOA career, training and business services to guide the SELACO WDB AJCC system in the delivery of these services.

**Career Services:** Career services for adults and dislocated workers are available at both local AJCCs. U.S. DOL has identified three types of career services:

- Basic career services;
- Individualized career services; and
- Follow-up services

**Basic Career Services:** Basic career services must be made available and, at a minimum, must include the following services:

- Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including:
  - job search and placement assistance, and, when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and
  - appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the local workforce system;
- Provision of referrals to and coordination of activities with other programs and services, including programs and services within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of training services by program and provider type;
- Provision of information, in usable and understandable formats and languages, about how the Board is performing on local performance accountability measures, as well as any additional performance information relating to the local workforce system;



- Provision of information, in usable and understandable formats and languages, relating to the availability of support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation, by which the Board must provide assistance to individuals seeking such assistance.
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA.

**Individualized Career Services:** Individualized career services must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These include the following services:

- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary. To avoid duplication of services, WIOA allows the use of previous assessments from another education or training program. The previous assessments must be determined to be appropriate by AJCC representatives and must have been completed within the previous six months
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve his or her employment goals, including information regarding eligible training providers;
- Group counseling;
- Individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience that are linked to careers;
- Workforce preparation activities;
- Financial literacy services as described in WIOA §129(b)(2)(D);
- Out-of-area job search and relocation assistance; and
- English language acquisition and integrated education and training programs.

**Follow-up Services:** These services must be made available, as appropriate (including counseling regarding the workplace) for participants in adult or dislocated worker activities that are placed in unsubsidized employment for a minimum of 12 months after the first day of employment.

**Training Services:** WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment. Examples of training services include:

- Occupational skills training, including training for nontraditional employment;

- On-the-job training (OJT), including registered apprenticeship;
- Incumbent worker training in accordance with WIOA §134(d)(4);
- Workplace training and cooperative education programs;
- Private sector training programs;
- Skills upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs in accordance with WIOA §134(d)(5);
- Job readiness training provided in combination with other training described above;
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training; and
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

WIOA clarifies that there is no sequence of service requirement in order to receive training. However, DOL has indicated that, at minimum, to be eligible for training, an individual must receive an interview, evaluation, or assessment and career planning or any other method through which the one-stop operator/partner can obtain enough information to make an eligibility determination for training services. Where appropriate, a recent interview, evaluation, or assessment may be used for the assessment purpose.

**Business Services:** SELACO WDB's AJCCs are part of a business-focused system. Examples of system services to serve business customers include:

- Customized screening and referral of qualified participants in training services to employers
- Customized employment-related services to employers, employer associations, or similar organizations on a fee-for-service basis that are in addition to labor exchange services available to employers under the Wagner-Peyser Act
- Work-based learning activities, including incumbent worker training, Registered Apprenticeship, transitional jobs, on-the-job training, and customized training.
- Activities to provide business services and strategies that meet the workforce investment needs of employers, as determined by the Board and consistent with the local plan.



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**Los Angeles County Department of Public Social Services-Temporary Assistance  
to Needy Families - Shared System Services**

The Los Angeles County Department of Public Social Services-Temporary Assistance to Needy Families administers cash aid benefits and provides employment-related services to needy families which assists in achieving self-sufficiency and independence.

SELACO WDB has adopted an Integrated Service Delivery (ISD) model that supports the objectives of the MOU. With the implementation of WIOA, Title II partners will generally support and/or deliver the activities listed in Attachment E, "AJCC Required Regional Partners: Roles of Providers of Career Services."

The following information summarizes TANF's role within the AJCC system:

- Sharing System Design and Access
- Sharing System Services
- Sharing Customers

**Sharing System Design and Access**

With regard to system design and access, SELACO WDB uses the following terms to characterize participation within the local AJCC system:

- "Bricks:" Achieved through co-location:
- "Clicks: Providing direct linkages through use of various technology applications; and
- "Connect:" Cross training partner program staff to increase system capacity.

TANF agrees to discuss with SELACO WDB possible contribution to the system through either "Clicks" and "Connect" offering support to one of the two SELACO WDB sponsored AJCC centers. Assistance may include one or more of the following:

- Assess Skills and Needs; Eligibility; Intake; Orientation
- Develop Curriculum/Programs
- Deliver Training
- Engage Employers
- Provide Counseling (Academic/Personal/Career)
- Provide Case Management
- Provide Informational Services
- Provide Job Search Assistance
- Provided Labor Market Information
- Provide Support Services
- Provide Work-Based Learning Opportunities
- Recruit and Make Referrals

## **Sharing System Services**

TANF's role in the coordinated delivery of AJCC services will include the following services and participation.

### **1. Outreach**

To broaden community awareness and utilization of the one-stop career center system, the programs and services of other AJCC partners, SELACO WDB and the TANF program may, via available points of contacts provide service delivery to customers. SELACO WDB and TANF agree to explore opportunities to link electronically in an effort to provide full access to resources and job placement support. The goal is to support the development of a comprehensive system designed to assist job seekers and employers.

### **2. Intake**

As a system partner, TANF acknowledges that CalJOBS is the state-recognized system for intake, registration and enrollment into AJCC services. SELACO WDB and TANF program agree to participate in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

### **3. Orientation**

SELACO WDB and the TANF program agree to promote their respective agency's applicable career services, if any, as defined under WIOA. In addition, there is agreement to discuss the development of: information on primary points of access and points of contact at each site operated by the partners; and a training protocol/system that will educate partners about each other's orientation and enrollment processes.

### **4. Initial Assessment**

SELACO WDB and the TANF program have agreed to share initial/basic assessment results (to the extent permissible without infringing upon client confidentiality) and to make the information available to other AJCC partners, considering co-enrollment of TANF participants, as needed and when allowable.



**Workforce Innovation and Opportunity Act  
One-Stop Delivery System Memorandum of Understanding**

**Cost Sharing Agreement**

As indicated in section 7 of the MOU, TANF agrees to negotiate and implement a cost sharing formula/plan by December 31, 2017. TANF and all relevant parties to this MOU will agree to share in the operating costs of the AJCC system, not excluding in-kind contributions.

## Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

### One-Stop System Map



#### SELACO WDB AJCC:

1. Cerritos Comprehensive AJCC – 10900 E. 183rd St., Cerritos CA 90703
2. Norwalk Affiliated, "Firestone AJCC" – 12440 Firestone Blvd., Suite 100, Norwalk, CA 90650 \*
3. Norwalk EDD Affiliated AJCC - 12715 S. Pioneer Blvd., Norwalk, CA 90650 \*

\* The two centers in Norwalk are temporarily split, but by July 1, 2018 will be combined into one building that is currently under construction.



## Attachment E

### Workforce Innovation and Opportunity Act One-Stop Delivery System Memorandum of Understanding

#### AJCC Required Regional Partners: Roles of Providers of Career Services System

	WIOA Title I Adult	WIOA Title I Dislocated Worker	WIOA Title I Youth	WIOA Title II Adult Ed.	WIOA Title III Wagner-Peyser Act	Title I of Rehab. Act	Care D. Perkins	Title V Older Americans	C.A. Job Corps	Native American Programs	Veterans JVSG	Trade Adjustment Assistance Act	Community Services Block Grant	Housing and Urban Dev.	Unemploy. Comp.	Migrant Seasonal Farmworkers	Youth Build	Second Chance	TANF
Assess Skills and Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Assist with Tuition/Fees	X	X	X										X	X			X		
Develop Curriculum/Programs	X	X	X	X		X	X	X	X	X			X	X			X	X	X
Deliver Training	X	X	X	X		X	X		X	X			X				X	X	X
Engage Employers	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X	X
Identify Industry-Recognized Credentials	X	X	X			X	X	X	X	X			X				X		
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Case Management	X	X	X	X		X	X			X	X	X	X				X	X	X
Provide Informational Services	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Job Placement	X	X	X	X	X	X	X	X			X	X	X			X	X	X	
Provide Job Search Assistance	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X		X	X
Provide Labor Market Information	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X	X	X	X
Provide Support Services	X	X	X								X	X	X	X				X	X
Provide Work-Based Learning Opportunities	X	X	X	X		X	X	X	X	X			X				X	X	X
Recruit and Make Referrals	X	X	X	X	X	X		X	X	X	X	X	X	X		X	X	X	X

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Grant Recipient Listing Form**



**STATE of CALIFORNIA**  
**LOCAL AREA GRANT RECIPIENT LISTING**  
[WIOA Sections 107(d)(12)(B)(i)]

**Southeast Los Angeles County Workforce Development Board (SELACO WDB)**

(Name of Local Workforce Development Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	SELACO WDB	Yolanda Castro Executive Director	10900 East 183 <sup>rd</sup> Street, Suite 350 Cerritos, CA 90703	T: (562) 484-5045 F: (562) 860-4457 E: yolandac@selaco.com
Fiscal Agent	SELACO WDB	Yolanda Castro Executive Director	10900 East 183 <sup>rd</sup> Street, Suite 350 Cerritos, CA 90703	T: (562) 484-5045 F: (562) 860-4457 E: yolandac@selaco.com
Local Area Administrator	SELACO WDB	Yolanda Castro Executive Director	10900 East 183 <sup>rd</sup> Street, Suite 350 Cerritos, CA 90703	T: (562) 484-5045 F: (562) 860-4457 E: yolandac@selaco.com
Local Area Administrator Alternate	SELACO WDB	Tam Dang Deputy Director	10900 East 183 <sup>rd</sup> Street, Suite 350 Cerritos, CA 90703	T: (562) 484-5051 F: (562) 860-4701 E: tamd@selaco.com

Signature: \_\_\_\_\_

Chief Elected Official

April 18, 2017

Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**SELACO WDB By-Laws**



## Local Workforce Development Board Bylaws

The Local Workforce Development Board is required to submit a copy of their Bylaws as an attachment to the local plan. Include the Bylaws under this cover page.

**BYLAWS  
OF  
WORKFORCE DEVELOPMENT CORPORATION  
OF SOUTHEAST LOS ANGELES COUNTY, INC.**

**(A California Nonprofit Public Benefit Corp.)**

As Approved by Policy Board March 23, 2004, and further modified  
by ad-hoc committee formed by the WIB Board of Directors on  
March 28, 2005(deleting committee absences as grounds for removal), and further modified by the Policy  
and WIB Boards effective June 12, 2013 (amending Attachment A, membership) ; and further modified on  
February 24, 2015 (in compliance with the July 1, 2015 implementation of the Workforce Innovation and  
Opportunity Act of 2014, including further amendments to Attachment A membership)



10900 E. 183rd Street, Suite 350

Cerritos, CA 90703

Phone: 562/402-9336 Fax: 562/860-4701

BY-LAWS

OF

WORKFORCE DEVELOPMENT CORPORATION  
OF SOUTHEAST LOS ANGELES COUNTY, INC.

(A California Non-Profit Public Benefit Corporation)

ARTICLE I. ORGANIZATION; POWERS; POLICY BOARD; AGREEMENT.

A. This corporation (hereinafter referred to as the "WIB") is a nonprofit public benefit corporation organized under the Nonprofit Corporation Law of the State of California.

B. The Policy Board of the Southeast Los Angeles County Local Area ("Policy Board"), as defined in that certain Second Amended and Restated Joint Exercise of Powers Agreement Among the Cities of Artesia, Bellflower, Cerritos, Downey, Hawaiian Gardens, Lakewood and Norwalk, dated for reference December 8, 1999, as that agreement may be amended from time to time (the "JPA") is the public entity established under the JPA to carry out the JPA's purpose to develop, finance, and administer programs for the delivery of job training, economic development and human services and to undertake such programs as the Policy Board may authorize, to support these purposes. It is comprised of one elected official appointed by each of the cities that are signatories to the JPA, as they now exist or may hereafter be increased or decreased (the "Cities"). The Policy Board is also the "Chief Elected Official" for the State-designated "Local Workforce Investment Area" comprised of the Cities, as such quoted terms are defined by the federal Workforce Investment Act of 1998, 29 USC §2801 et seq. as superseded by the Workforce Innovation and Opportunity Act of 2014 or any successor to that legislation ("WIOA"), and is responsible for exercising the authority and performing the functions of the WIOA Chief Elected Official.

C. The WIB is the entity designated to administer the JPA, under the direction of the Policy Board, unless and until such time the Policy Board appoints another entity to do so. It is also the "Local Workforce Investment Board" (as defined by WIOA) for the Local Area, and shall be responsible to exercise the authority and perform the functions of such a Local Board as well as its general corporate authority and functions, under the direction of its Board of Directors, who are appointed by the Policy Board as further described herein. The Board of Directors is to be comprised of business representatives and representatives



of various educational and public service entities and organized labor, as required by WIOA.

D. The Policy Board and the WIB have heretofore further defined and described their respective roles in overseeing and implementing WIOA-authorized workforce development services within the Local Area, to foster improved economic circumstances for job-seekers and employers, pursuant to an agreement (the "Agreement"), originally dated as of July 1, 2001, between the Policy Board and the WIB. The Agreement, as it may be amended from time to time, is incorporated herein by this reference. In the event of a conflict between the Agreement and any other provision of these Bylaws, the Agreement shall prevail.

## ARTICLE II. MISSION AND FUNCTIONS

### A. Mission

The mission of the WIB is to foster private-public partnerships to meet the employment-related needs of area residents and the workforce needs of area employers, and thereby to enhance the quality of life throughout the Local Area and surrounding communities.

### B. Functions

The WIB's major functions in carrying out its mission include the following:

1. Workforce Development. Administer and coordinate WIOA-funded and other programs which prepare the workforce to meet employers' requirements.
2. Community Development. Promote job creation to expand employment opportunities and to improve economic conditions for area residents.
3. Partnership Development. Coordinate resources and services with employers, state and local government agencies, secondary and post-secondary schools, organized labor and community organizations.
4. Internal Governance. Establish internal policies, procedures and mechanisms which promote the WIB's agenda in consultation with the Policy Board as provided in the Governing Boards Agreement.

## ARTICLE III. DIRECTORS

### A. Obligations and Rights

Each Director shall fulfill the obligations and have the rights of a director of a California nonprofit public benefit corporation, subject to any limitations imposed by the

Agreement. In addition, each Director shall have the obligations and rights of a member of a Local Workforce Investment Board, as defined by WIOA.

#### B. Number and Qualifications

Until changed by an amendment of these Bylaws, the authorized number of Directors is the number specified in Attachment A to these Bylaws. The qualifications and method of appointment for each of the Directors are as stated in the Agreement and WIOA.

#### C. Term of Office

Each Director's term of office shall be two years, beginning on July 1 and ending on June 30 of the second year thereafter and the election of a successor; provided, however, that the term of a Director to fill a vacancy shall be the balance of the predecessor's term. The Board by resolution shall cause the terms of the Directors to be staggered so that the terms of approximately half of the Directors expire in any year. Directors may be re-appointed to successive terms without limitation.

#### D. Vacancies

Vacancies shall be filled in the same manner as the appointment of Directors under Article III.B.

#### E. Removal of Directors

1. Grounds for Removal. A Director may be removed by majority vote of the Directors: (a) due to conduct detrimental to the interests of the corporation; or (b) in the event that a Director has three (3) consecutive unexcused absences from meetings of the full WIB; or (c) has a total of six (6) unexcused absences from meetings of the of the full WIB during any 12-month period; and a Director shall be removed upon a change in employment such that the Director no longer fulfills the requirements for the category pursuant to which (s)he was appointed as a Director. An absence from a Board meeting may be excused by the Chairman of the Board. Bases for the excusal of absences shall include, but shall not be limited to, personal illness, being out-of-town on vacation, or job-related duties. In the event that the Board Chairman fails to excuse an absence when requested to do so by a Director, the Director may call for a vote of the Board, in which case the absence shall be deemed excused if approved by a majority of those casting votes, not including the Director in question, who shall not vote on such issue. Notwithstanding such attendance requirements, no absence at a Special Meeting shall be considered a qualifying absence for removal of a Director, nor shall an absence at any meeting which is rescheduled from its regular time to another time, due to lack of a quorum, provided that the Director was present at the meeting which lacked a quorum, or would have been present but for receipt of advanced notice of the meeting's intended adjournment due to anticipated lack of a quorum. Absences at multiple meetings held on the same day shall only constitute one (1) absence for the purposes of this section.



2. Procedures for Removal. To accomplish such removal the WIB shall comply with the following procedures:

(i) The Director in question, his or her nominating authority, and the Policy Board shall be given notice not less than fourteen (14) days prior to any pending action. This notice shall be:

- a. in writing, detailing the time and place of the meeting where such action will be taken; and
- b. mailed to the Director in question with a return receipt requested.

(ii) The Director in question shall be given reasonable opportunity to speak before the WIB; however, failure to appear before the WIB shall not be an impediment to removal.

3. Appeal of Removal. A Director removed by the WIB may appeal such removal to the Policy Board. Such appeal shall be made in writing, and shall be timely only if received by the Policy Board and the WIB, through their respective Executive Directors, within 10 days of the date of removal.

#### F. Compensation

Directors shall serve without compensation, but may be reimbursed for actual and necessary expenses as may be fixed or determined by the Board of Directors.

#### G. Non-Liability of Directors

Subject to applicable provisions of law, the Directors shall not be personally liable for the debts, liabilities, or other obligations of the corporation.

#### H. Powers of Directors

Subject to the provisions and limitations of the California Non-Profit Corporation Law and any other applicable laws, specifically WIOA, the corporation's activities and affairs shall be managed, and all corporate powers shall be exercised, by or under the direction of the Directors as a body.

#### I. Termination of Agreement

Notwithstanding anything in these Bylaws to the contrary, upon termination of the Agreement for any reason in the absence of an written agreement between the Policy Board and this corporation to the contrary, this corporation may elect to dissolve and to wind up its affairs as promptly as reasonably possible. If this corporation does not elect to

so dissolve and wind up its affairs, it shall seek agreement with the Policy Board to provide for its continuation as a nonprofit corporation for such lawful purposes as the Policy Board and this corporation may agree upon. If six months after the termination of the Agreement and in the absence of a written agreement to the contrary, this corporation has not elected to dissolve or not wound up its affairs and has not reached agreement with the Policy Board for its continuation as a nonprofit corporation, then, the terms of all Directors of this corporation shall terminate, the number of Directors shall be reduced to the number of Cities at that time, and all Directors shall thereafter be appointed by the Policy Board in its sole discretion (i.e., without regard to any restrictions or requirements under WIOA, the Articles of Incorporation, these Bylaws, or any other provision of the Agreement).

#### ARTICLE IV. OFFICERS

##### A. Designation, Election and Vacancies

The WIB's officers shall be a Chairperson, a Vice-Chairperson and a Secretary-Treasurer. During such time as federal law so requires, the Chairperson must hold his or her position as Director as a representative of the private sector. Expiration of an Officer's status as a Director shall without any further action simultaneously terminate the Director's position as an Officer. Absent such expiration, the term of an Officer shall extend until a successor is properly elected or until the Officer is removed by the Board of Directors.

Officers shall be elected annually for a one-year term by the Board of Directors at its annual meeting, and shall serve at the pleasure of the Board or until a successor is elected. No person may serve more than two full terms in succession in any office.

Any Officer may resign at any time by giving written notice to the Chairperson or the Vice-Chairperson with a copy to the WIB's Executive Director. The resignation shall be effective on the date of notice or any other date specified in the notice, and need not be accepted to take effect.

Any vacancy in an Officer position for any reason shall be filled in the same manner as the original appointment and for the balance of the term of the respective Officer.

##### B. Powers and Duties of Officers

###### (1) Chairperson

The Chairperson shall call and preside at all meetings of the Board of Directors; shall appoint Directors to standing committees and ad hoc committees, except as otherwise specified in these Bylaws, the Agreement, or applicable law; shall be an ex officio member of all WIB committees of which the Chairperson is not a regular member;



shall sign all WIB training plans, contracts, modifications, warrants and other documents evidencing an obligation of the WIB, except as such authority may be delegated to staff by specific Board of Directors action in limited circumstances; shall generally serve as the chief executive officer of the corporation; and shall exercise such other powers and perform such other duties as the Board may from time to time assign.

(2) Vice-Chairperson

The Vice-Chairperson shall possess and perform all of the powers and duties of the Chairperson during the absence or unwillingness or inability to act of the Chairperson for any reason, or as otherwise delegated by the Chairperson; and shall exercise such other powers and perform such other duties of the Chairperson as the WIB may from time to time assign.

(3) Secretary/Treasurer

The Secretary/Treasurer shall keep or cause to be kept at the WIB's principal office, or at such other place as the WIB may direct, each of the following corporate records: (a) a book of minutes of all meetings, proceedings, and actions of the Board, which minutes of meetings shall include the time and place that the meeting was held, whether the meeting was annual, regular, or special, and if special, how authorized, the notice given, and the names of those present at Board of Directors and committee meetings; (b) a copy of the Articles of Incorporation and Bylaws, as amended to date; (c) a record of the WIB's Directors, showing each Director's name, address, and term of appointment; and (d) adequate and correct books and accounts of the WIB's properties and transactions. Each of the above corporate records shall be open to inspection by any Director at all reasonable times.

The Secretary/Treasurer shall give, or cause to be given, notice of all meetings of the Board of Directors and its committees as required by these Bylaws; shall send or cause to be given to the Directors such financial statements and reports as are required to be given by law, by these Bylaws, or by the Board; shall deposit, or cause to be deposited, all money and other valuables in the name and to the credit of the corporation with such depositories as the Board may designate; and shall disburse the WIB's funds as the Board may order.

The above duties of the Secretary/Treasurer may be carried out under the supervision of Secretary/Treasurer by an Assistant Secretary and/or Assistant Treasurer to which such duties are assigned from time to time by the Board. The Secretary/Treasurer shall also possess and perform all of the powers and duties of the Vice Chairperson during the absence or unwillingness or inability to act of the Vice Chairperson for any reason; and shall exercise such other powers and perform such other duties as the Board may from time to time assign.

C. Execution of Warrants

All warrants must be signed by two authorized signatories as determined by written WIB policy.

## ARTICLE V. COMMITTEES

### A. Compliance with the Brown Act

Each committee shall comply with California Government Code section 54950 et seq. (the "Brown Act"). A quorum of a committee shall be 51 percent of the committee's membership, and no action shall be effective except upon approval by a majority of a quorum at a meeting noticed and conducted in compliance herewith.

### B. Standing Committees

1. In addition to any continuing committee ("Standing Committee") described in or required by statute, these Bylaws, or the Agreement, the WIB, at its discretion and as adopted by resolution, may establish any other Standing Committee(s). The Board of Directors may not delegate its powers to any committee which is not a Standing Committee, and no action by any Standing Committee shall be considered a WIB action unless the specific power to act has been expressly delegated by the Board to that Standing Committee. All other committee actions shall be considered recommendations to the Board of Directors.

2. The "Personnel Committee" shall be constituted and shall have the functions and responsibilities as specified in the Agreement, together with such other functions and responsibilities assigned to it by joint action of the Board of Directors and the Policy Board.

3. The "Executive Committee" is a Standing Committee consisting of no more than five members including the Officers of the WIB and any other members of the Board appointed to the Executive Committee. The Executive Committee is delegated WIB power to take action on all WIB activities. All action taken will be presented to the full board that will ratify all actions taken.

### C. Other Committees

The Chairperson may from time to time establish one or more temporary committees of limited scope and appoint persons thereto, provided that each such committee's purpose and term of existence shall be reported to the Board of Directors and to the Policy at the next meeting of each. Each Standing Committee may also form and appoint members of such subcommittees as it believes appropriate to perform its duties.

### D. Committee Meetings

Except as otherwise provided by these Bylaws, each Standing Committee shall establish its own procedures to perform its duties and, excepting only the Personnel Committee, shall elect its own chairperson, subject to Board of Directors' review and



approval. Meetings of Standing Committees shall be held such that actions taken can be reported to and acted upon by the Board of Directors.

#### E. Removal from Committees

1. Grounds for Removal. A committee member may be removed from any Committee by a majority vote of the members of that Committee: (a) Due to conduct detrimental to the interests of the corporation; or (b) in the event that a committee member has either three (3) consecutive unexcused absences, or a total of six (6) unexcused absences during any 12-month period, from the meetings of that Committee; a committee member shall be removed upon a change in employment such that the member no longer fulfills the requirements for the category pursuant to which (s)he was appointed as a committee member. The provisions governing the excusal of absences set forth in the "Grounds for Removal" subsection of Article III.E shall govern the excusal of absences for committee members.

2. Procedures for Removal. To accomplish the removal of a committee member, a Committee shall comply with the procedures set forth in subsection 2 of Article III.E.

3. Appeal of Removal. A committee member removed by a Committee may appeal such removal to the WIB. Such appeal shall be made in writing, and shall be timely only if received by the WIB, through its Executive Director, within 10 days of the date of removal.

### ARTICLE VI. BOARD OF DIRECTORS MEETINGS

#### A. Scope

All meetings of the Board of Directors shall be conducted pursuant to this Article, except as otherwise required by law.

#### B. Regular Meetings

Regular meetings of the Board of Directors shall be held as designated by the Board annually as part of an annual Calendar of Meetings. The Board may choose to alter the schedule from time to time.

Written notice of the time and place of the regular meetings for the program year of the WIB shall be given and/or mailed at the beginning of the program year to each Director, the Policy Board, service providers, and to each person or organization which has requested written notice of such meetings. Written notice of each regular meeting shall specify the meeting's place, date and time; shall contain a brief general description of each item of business to be discussed at the meeting; and shall be posted at the city halls of the Cities at least 72 hours prior to the meeting. Discussion of items not appearing on the posted agenda shall be limited as provided in the Brown Act.

### C. Special Meetings

Special meetings of the Board of Directors may be called at any time by the Chairperson, and shall be called by the Chairperson within ten days after written request signed by a majority of the WIB's Directors.

Written notice of each special meeting shall be given to each Director, the Policy Board, and to each person or organization which has requested written notice of such meetings. Notice shall be given either by personal delivery or by first-class mail, and shall be received by the Directors and posted at the city halls of the Cities at least 24 hours prior to the meeting, subject to waiver by the Directors as provided in the Brown Act. The notice shall state the place, date and time of the meeting and the business to be transacted; and no other business may be transacted.

### D. Annual Meeting

The annual meeting of the Board of Directors shall be held in July of each year. The time and place of this meeting shall be determined by the Board. The purpose of the annual meeting shall be to elect Officers and to conduct such other business as may be necessary at that time.

### E. Quorum

A quorum at any Board meeting shall consist of 51% of the current Directors, excluding Director positions which are not then filled.

### F. Voting

The Board may act only by majority vote of a quorum or such greater number as may be required herein, by law or under the Agreement. Each Director shall be entitled to one (1) vote and may participate fully in the voting procedure except when a Director's participation would create a conflict of interest under applicable laws or WIB policy.

### G. Procedure

In all its actions and meetings the Board of Directors shall be governed by the most recent edition of Robert's Rules of Order in all cases to which they are applicable and not inconsistent with these Bylaws, as interpreted and applied by the Chairperson or a parliamentarian appointed by the Chairperson or such alternative rules based on Roberts Rules as may be adopted by the WIB in writing.



## ARTICLE VII. INDEMNIFICATION AND INSURANCE

To the fullest extent permitted by law, the WIB shall indemnify its Directors, Officers, committee members, employees, and other persons described in Section 5238(a) of the California Corporations Code, including persons formerly occupying any such position, against all expenses, judgments, fines, settlements and other amounts actually and reasonably incurred by them in connection with any "proceeding," as that term is used in Section 5238(a).

On written request to the Board of Directors by any person seeking indemnification under Section 5238(b) or Section 5238(c) of the California Corporations Code, the Board shall promptly determine under Section 5238(e) of the California Corporations Code whether the applicable standard of conduct set forth in Section 5238(b) or Section 5238(c) has been met and, if so, the Board shall authorize indemnification.

To the fullest extent permitted by law and except as otherwise determined by the Board in a specific instance, expenses incurred by persons seeking indemnification under these Bylaws in defending any proceeding covered by these Bylaws shall be advanced by the WIB before final disposition of the proceeding, on receipt by the WIB of an undertaking by or on behalf of that person that the advance will be repaid unless it is ultimately determined that the person is entitled to be indemnified by the WIB for those expenses.

The WIB shall have the right to purchase and maintain insurance to the fullest extent permitted by law on behalf of its Directors, Officers, committee members, employees and other agents, against any liability asserted against or incurred by a person in such capacity or arising out of the person's status as such.

Notwithstanding any other provision herein, the WIB's right or duty to indemnify its Directors, Officers, committee members, employees and other agents shall be subject to the availability of WIB funds for that purpose.

## ARTICLE VIII. INSPECTION OF RECORDS

Every Director shall have the absolute right at any reasonable time to inspect the WIB's books, records, documents of every kind, and physical properties. The inspection may be made in person or by the Director's agent or attorney. The right of inspection includes the right to copy and make extracts of documents.

## ARTICLE IX. ANNUAL REPORT AND AUDIT

The WIB shall cause an annual report to be sent to the Governor's Office at the end of each fiscal year as required by State regulation. The WIB's fiscal year shall be July 1 through June 30. The annual report shall contain the following information, in appropriate detail, for the fiscal year:

- (1) Closeout Summary of WIOA Expenditures

(2) Closeout Status of Cash Reports

The WIB's Executive Director shall present at the January Board of Directors meeting each year an annual report of the prior year's expenditures and any monies remaining as carry-over to the new year. The WIB's chief operational employee and Chairperson shall meet with the Policy Board not less frequently than twice each year to review the reports provided by the WIB and to answer questions posed by members of the Policy Board

An audit shall be conducted as required by law by an independent CPA firm selected by the Board of Directors through an open bid process and consistently with the Agreement. An audit report shall be provided to the Board of Directors and the Policy Board, as well as to the State, as required by law.

ARTICLE X. AMENDMENTS

Amendments to these By-Laws must be approved by an affirmative vote of a majority of all current Directors, excluding Director positions which are not then filled, at a meeting of the Board of Directors; provided that each amendment proposed shall have been received by the Directors no less than five business days prior to action by the Board.

Notwithstanding any other provision hereof, the subject matter of any proposed amendment to these Bylaws shall be provided to the Policy Board at least thirty days before action thereon by the Board of Directors; and any amendment to these Bylaws shall be subject to Policy Board approval before becoming effective.



ATTACHMENT A  
(REVISED July 1, 2015)

14 private sector representatives (2 from each of the Cities) – represents 51% of total

\*\*\* 5 representatives of organized labor organizations – represents 20% of total

2 representatives of educational agencies

1 representatives of vocational rehabilitation agencies

1 representatives of economic development agencies

1 representative of the wagner peyser

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24 TOTAL

\*\*\*

Note: Per WIOA law attempts to fill Labor positions must first address representatives of Labor organizations (for a local area in which employees are represented by labor organization), who have been nominated by local labor federations or (for a local area in which no employees are represented by such organizations) other representatives of employees:

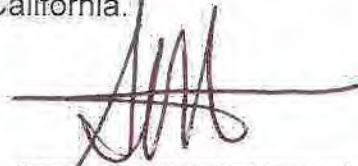
shall include representative, who shall be a member of a labor organization or a training director, from a joint labor-management apprenticeship program, or if no such joint program exists in the area, such a representative of an apprenticeship program in the area, if such a program exists,

may include representatives of community based organizations that have demonstrated experience and expertise in addressing the employment needs of individuals with barriers to employment, including organization that serve veterans or that provide or support competitive integrated employment for individuals with disabilities; and

may include representatives of organizations that have demonstrated experience and expertise in addressing the employment, training, or education needs of eligible youth, including representatives of organizations that serve out-of-school youth.

I hereby certify that I am the duly elected and acting Secretary of Workforce Development Corporation of Southeast Los Angeles County, Inc., and that the above Bylaws consisting of 12 pages, are the Bylaws of this corporation as in effect on the date hereafter stated.

Executed on February 24, 2015, at Cerritos, California.



Aaron Drake, Secretary



**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

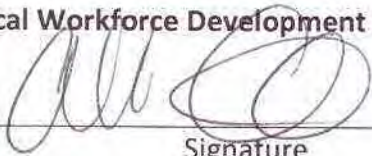
**Program Administration Designee and Plan Signatures Form**

## PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan represents the Southeast Los Angeles County Workforce Development Board's (SELACO WDB) efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and Opportunity Act*.

This local plan is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

**Local Workforce Development Board Chair**

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Allison Castellanos  
Name

\_\_\_\_\_  
WDB Chair  
Title

\_\_\_\_\_  
April 27,  
~~March 23~~, 2017  
Date

**Chief Elected Official**

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Jeff Wood  
Name

\_\_\_\_\_  
Policy Board Chair  
Title

\_\_\_\_\_  
April 18, 2017  
Date



**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Summary of Public Comments Form**

## Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

**No public comments were received for SELACO WDB's Local Workforce Development Plan 2017-2020.**

Local Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:



**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**List of Organizations and Individuals Invited to Regional  
Stakeholder Forums**

SELACO WDB  
INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
1	Alfaro	Eliana	SELACO CCN - EDD
2	Allen	Ron	SELACO CCN - RWM Fiber
3	Almashaw	Katy	SELACO CCN - SAHARA
4	Alvarado	Norma	SCE
5	Alvarez	Maggie	SELACO CCN - Salvation Army
6	Anaya	Jose	California Community Colleges
7	Annino	Sandy	SELACO CCN - Job Corps
8	Arroyo	Angie	SELACO CCN - EDD
9	Bagarry	Karen	SELACO CCN - Southern California Alcohol & Drug Program
10	Bakchachyan	Mary	SELACO CCN - Dept of Mental Health
11	Banagas	Renett	SELACO CCN - BUSD
12	Banuelos	Jessica	SELACO CCN - Pathways Health
13	Barragan	Rosa	SELACO CCN - NLMUSD
14	Bautista	Sylvia	SELACO CCN - Habitat LA
15	Bernal	Jose	SELACO CCN - DPSS
16	Bernal	Perla	SELACO CCN - The Whole Child
17	Bohannon	Ron	Warmelin
18	Bowie	Reggie	SELACO CCN - Family Outreach & Community Intervention Svcs
19	Brown	Janine	SELACO CCN - Temps Incorporated
20	Bruns	Alice	SELACO CCN - Disabled Resources Center Inc.
21	Calver	Michael	Downey Chamber
22	Campos-Juarez	Janet	SELACO CCN - LACOE
23	Canchola	Rudy	Mazak Corp
24	Capp	Jennifer	SELACO CCN - SASSFA
25	Cash	Regina	CSULB
26	Castanon	Carolina	SELACO CCN - LACOE
27	Castellanos	Allison	SELACO WDB Chair, Business Representative
28	Castellanos	Joshua	Greater Lakewood Chamber
29	Cerda	Eric	SELACO CCN - LA County Probation
30	Chambers	Howard	City of Lakewood
31	Chang	Terri	SELACO CCN - WUHSD
32	Chavez	Eileen	SELACO CCN - EDD
33	Cheung	Carissa	SELACO CCN - Olive Crest
34	Chua	Lianne	SELACO CCN - LBCC
35	Clancy	John	SELACO CCN - Salvation Army
36	Connell	Jim	SELACO WDB Member, Business Representative
37	Cornejo	Dahlia	DPSS
38	Critchley	Jeff	SELACO CCN - EDD
39	Cruz	Debbie	SELACO CCN - CACP Inc
40	Cummins	Byron	SELACO WDB Member, Labor Organization
41	Cunningham	Alice	SELACO CCN
42	Da Silva	Ana	SELACO CCN - Cerritos College
43	Dahilig	Ina	Artesia Chamber
44	Dameron	Mark	SELACO WDB Member, Business Representative
45	Davis	Eric	SELACO CCN - Department of Rehab
46	Davis	Mary	SELACO CCN



SELACO WDB  
INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
47	De Leon	Terri Ponce	SELACO CCN
48	Densmore	Kelly	FXC Corp
49	Derthick	Joseph	SELACO WDB Vice Chair, Business Representative
50	Diaz	Alicia	SELACO CCN - LLCSD
51	Diego	Laura	SELACO CCN - The Whole Child
52	Dixon	Patrick	PAACE, Bellflower USD
53	Do	Tuyet Nhung	SELACO CCN - DPSS
54	Dor	Okina	SELACO CCN - City of Artesia
55	Drake	Aaron	SELACO WDB Member, Business Representative
56	Driver	Doris	LA City College
57	Duggal	Leela	SONOCO
58	Dunn	Phillip	Foothill WDB
59	Duran	Isabelo	SELACO CCN - Operation Hope
60	Egan	Mike	City of Norwalk
61	Enciso	Jessica	SELACO CCN - Good Will
62	Enriquez	Melissa	SELACO CCN- Primerica
63	Escamilla	Georgina	SELACO WDB Member, Business Representative
64	Espinoza	Michelle	SELACO CCN - Community Family Guidance Center
65	Espitia	Ben	SELACO WDB Secretary/Treasurer, Labor Organization
66	Estrada	Shannon	SELACO CCN - Cerritos College
67	Farber	Jeff	SELACO CCN - Helpline Youth Counseling Inc
68	Filer	Anthony	SELACO CCN - Legal Aid
69	Fink	Kathie	Santa Fe Springs Chamber
70	Fonesca	Adriana	SELACO CCN
71	Frye	Michael	SELACO CCN - DUSD
72	Gallucci	Art	City of Cerritos
73	Gamez	Blanca	SELACO CCN - Cerritos College
74	Garcia	Anthony	SELACO CCN - City of Norwalk
75	Garcia	Gerry	SELACO CCN - Good Will
76	Garcia	Jorge	SELACO CCN - Salvation Army
77	Garg	Amita	SELACO CCN - Info Tech
78	Garofalo	Michaela	SELACO CCN - Bureau of Prisons
79	Gibson	Kimberly	SELACO CCN - CEC Intl
80	Glenn	Karen	Grifols Inc.
81	Gomez	Belle	SELACO WDB Member, Education
82	Gonzales	Lena	SELACO CCN - Microsoft
83	Gonzalez	David	SELACO CCN - El Camino College
84	Guo	PaoLing	Artesia Chamber
85	Guzman	Cinthia	SELACO CCN - American Family Housing
86	Guzman	Marcelino	SELACO CCN - Southern California Alcohol & Drug Program
87	Haasis	Hans Jr.	Omniteam
88	Hansen	Vivian	Norwalk Chamber
89	Haws-Gold	Leah	LBCC
90	Heredia	Sally	SELACO CCN - Department of Rehab
91	Hernandez	Anna	SELACO CCN - EDD
92	Hernandez	Guadalupe	SELACO CCN

SELACO WDB  
INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
93	Hernandez	Isaias	SELACO CCN - Mexican American Opportunity Foundation
94	Hernandez	Olga	SELACO CCN - EDD
95	Hernandez	Richard	SELACO CCN - Disabled Resources Center Inc.
96	Hernandez	Sylvia	SELACO CCN - City of Norwalk
97	Hernandez-Garcia	Nellie	SELACO CCN - Cerritos College
98	Herzfeld	Shari	Rio Hondo College
99	Hirsh	Urban	Ink Systems
100	Hollis	Star	SELACO CCN - Social Vocational Services Inc.
101	Holly	Andre	SELACO CCN - Info Tech
102	Hooper	Shirley	Egge Machine Co.
103	Hoyle	Jerry	CTS Cement
104	Hutton	Brenda	SELACO CCN - Helpline Youth Counseling Inc
105	Hyun	Bing	SELACO CCN - City of Norwalk
106	Irish	Gregg	Los Angeles City WDB
107	Jensen	Susan	SELACO CCN - Community Advocates for People Choices Inc
108	Johnson	Earl	Compax, Inc.
109	Joseph	Jack	SELACO Policy Board
110	Juarez	Julie	SELACO CCN - Pacific Clinics
111	Kadrlik	Patt	SELACO CCN - Department of Rehab
112	Kain	Kirk	SELACO CCN - SASSFA
113	Karimi	Shirin	SELACO CCN - California Department of State Hospitals
114	Kennedy	Miranda	SELACO CCN - National Disability Institute
115	Khuth	Dara	SELACO CCN - DPSS
116	King	Olin	SELACO WDB Member, Public Employment Service
117	Kucera	Kevin	SELACO WDB Member, Labor Organization
118	Lara	Virginia	SELACO CCN - NLMUSD
119	Layana	Tracey	Warmelin
120	Leon	Zoey	SELACO CCN - Cerritos College
121	Levine	Barbara	SELACO WDB Member, Economic Development
122	Lewis	Turkessa	SELACO CCN - Good Will
123	Livas	Gilbert	City of Downey
124	Loera	Jose	SELACO CCN - Salvation Army
125	Lopez	Kiara	SELACO CCN - 211 LA
126	Lopez	Rosa	SELACO CCN - John Muir Charter School
127	Madariaga	Karina	SELACO CCN - Downey Adult School
128	Magallanes	Renee	SELACO CCN - WUHSD
129	Maithonis	Kristin	SELACO CCN - Norwalk Housing Authority
130	Malig	Jannet	Cerritos College
131	Manalo	Victor	SELACO Policy Board Member, City of Artesia
132	Maniquis	Kimmy	SELACO CCN - California Conference for Equality & Justice
133	Marinero	Farah	Lynx Grills
134	Marquez	Ernesto	City of Hawaiian Gardens
135	Martinez	Rae Marie	SELACO CCN
136	Matthew	Bob	Quality Engineering Management, Inc.
137	McCauley	Richard	Mazak Corp
138	Medina	Natasha	SELACO CCN - Southern California Alcohol & Drug Program



SELACO WDB  
INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
139	Medina	William	SELACO CCN - New York Life
140	Mel	Jerome	KME CNC
141	Mello	Curtis	Haraeus
142	Meloni	Bill	SELACO CCN - CDI Foundation
143	Mendoza	Armando	SELACO CCN - Pacific Clinics
144	Menezes	Paulo	SELACO WDB Member, Business Representative
145	Minaya	Patricia	SELACO CCN - Community Family Guidance Center
146	Mockridge	Jihan	SELACO CCN - Helpline Youth Counseling Inc
147	Moges	Zaid	SELACO CCN - Disabled Resources Center Inc.
148	Moore	Neil	ASCO Sintering
149	Moore	Rick	SELACO CCN - Family Outreach & Community Intervention Svcs
150	Muniz-Cossio	Ruth	RSCCD
151	Nalty	Bridgette	SELACO CCN - Good Will
152	Nason	Doloris	SELACO CCN - Disabled Resources Center Inc.
153	Nathan	Cindy	SELACO CCN - CSULB
154	Ngo	Henry	SELACO WDB Member, Business Representative
155	Noble	Bruce	Rio Hondo College
156	Nsa	Nsa	SELACO CCN - World Financial Group
157	Ochoa	Hector	SELACO CCN - SoCal Resource Svcs for Independent Living
158	Okino	Todd Kenji	Advanex Americas
159	Olivas Andrade	Henryetta	SELACO CCN - LETC
160	O'Rourke	Pat	SELACO CCN - CSULB
161	Osborn	Linda	SELACO CCN - LACOE
162	Palacios	Tracy	CSULB
163	Paraiso	Marlowe	SELACO CCN - LBCC
164	Parra	Patricia	SELACO CCN - DPSS
165	Pathak	Pino	SELACO WDB Member, Business Representative
166	Pavone	Rocky	SELACO CCN - World Financial Group
167	Pena	Maria	SELACO CCN - LACOE
168	Perez-Aguilar	Valerie	SELACO CCN - Mexican American Opportunity Foundation
169	Pinedo	Mary Lou	SELACO CCN - ABCUSD
170	Pizer	Janis	SELACO CCN - Cerritos College
171	Plascencia	Robyn	SELACO CCN
172	Polley	Tracy	SELACO WDB Member, Business Representative
173	Ponce	Sayaka	SELACO CCN - Youth Build
174	Profeta	Mary Ann	SELACO CCN - Working Wardrobes
175	Quiroz	Paul	SELACO CCN - Cambrian Home Care
176	Ragaisis	Jr.	SELACO CCN - Training Centers
177	Ramos	Jaime	SELACO CCN - Cypress College
178	Rapue	Judy	SELACO WDB Member, Labor Organization
179	Rawlings	Bill	City of Artesia
180	Ray	George	LaFiell Manufacturing
181	Reed	Richard	SELACO WDB Member, Labor Organization
182	Reese	John	SELACO CCN - World Financial Group
183	Richardson	Steve	Cerritos College
184	Robertson	Curglin	SELACO CCN - CSULB

## SELACO WDB

INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
185	Rochin	Blanca	PAACE, Downey Adult School
186	Rodriguez	Rey	SELACO Policy Board Member, City of Hawaiian Gardens
187	Rodriguez	Angie	SELACO CCN - DPSS
188	Rodriguez	Mario	SELACO CCN - Disabled Resources Center Inc.
189	Rodriguez	Norma	SELACO CCN - Cerritos College
190	Rosenfield	David	ROMAC
191	Ruiz	Stephanie	SELACO CCN - Norwalk Housing Authority
192	Saenz	Ericka	SELACO CCN - EDD
193	Salmeron	Samantha	SELACO CCN - Our Place Housing Solutions
194	Sandoval	Wendy	SELACO CCN - Helpline Youth Counseling Inc
195	Santa Ines	Sonny	SELACO Policy Board Vice Chair, City of Bellflower
196	Sapien	Sara	SELACO CCN - Department of Rehab
197	Saucedo-Garcia	Cristina	SELACO WDB Member, Business Representative
198	Schultz	Nick	Pacific Gateway WIN
199	Schulz	Rachelle	SELACO CCN - ABCUSD
200	Schwallie	Bob	SETCO
201	Schweitzer	Denise	SELACO CCN - LACOE
202	Segura	Aurora	SELACO CCN - Cerritos College
203	Serrano	Carina	SELACO CCN - LBCC
204	Sharoni	Asher	A & H Engineering & Manufacturing
205	Sidney	Laura	SELACO CCN - LBCIL
206	Silva	Hector	SELACO CCN - EDD
207	Smith	Jeff	Bellflower Chamber
208	Smith	Scott	Cerritos Regional Chamber
209	Smith	Amy	LBCC
210	Solanki	Naresh	SELACO Policy Board Member, City of Cerritos
211	Solorio	David	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse
212	St James	Karen	SELACO CCN - Southern California Alcohol & Drug Program
213	Stence	Pam	SELACO CCN
214	Stephens	Mary Kay	SELACO CCN - NLMUSD
215	Steve Moua	BS	SELACO CCN - Helpline Youth Counseling Inc
216	Stone-Abrams	Linda	SELACO CCN - Department of Mental Health
217	Strong	Denise	SELACO CCN - Southeast ROP
218	Tacson	EJ	Brenner-Fiedler
219	Todd	Sharon	SELACO WDB Member, Education
220	Topffer	Christina	Sandvik Coromant
221	Ung	Moni K	SELACO CCN - DPSS
222	Vanderzee	Becky	SELACO CCN - Our Place Housing Solutions
223	Vargas	Denise	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse
224	Vasquez	Fernando	SELACO Policy Board Member, City of Downey
225	Vasquez	Graciela	PAACE, Cerritos College
226	Vega	Aritcela	SELACO CCN - Shields for Families
227	Velasco	Judith	Verdugo WDB
228	Verches	Richard	Los Angeles County WDB
229	Vernola	Luigi	SELACO Policy Board Member, City of Norwalk
230	Vesga	Chaz	SELACO CCN - Department of Rehab



SELACO WDB

INDIVIDUALS / ORGANIZATIONS **INVITED** TO REGIONAL STAKEHOLDER FORUMS

	Last Name	First Name	Organization
231	Vogel	Jan	South Bay WIB
232	Volcan	Ashley	SELACO CCN - Working Wardrobes
233	Vuong	Michael	SELACO CCN - Office of Representative Linda Sanchez
234	Wafer	Joshua	SELACO CCN - Working Wardrobes
235	Walker	Cecilia	SELACO CCN - Southern California Alcohol & Drug Program
236	Watson	James	SELACO CCN
237	Wicks	Craig	SELACO CCN - Budget Norwalk
238	Williams	Candy	SELACO WDB Member, Rehabilitation Agency
239	Wood	Jeff	SELACO Policy Board Chair, City of Lakewood
240	Yamato	Marianne	SELACO CCN - Department of Children and Family Services
241	Yeh	Heidi	SELACO CCN - Department of Children and Family Services
242	Yoguez	Norma	SELACO CCN - Spiritt
243	Zavala	Christina	SELACO CCN - WUHSD

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**List of Individuals Attending Regional Stakeholder Forums  
Hosted by SELACO WDB**



	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>
1	Alfaro	Eliana	Employment Development Department
2	Alfaro	Eliana Gonzales	Employment Development Department
3	Annino	Sandy	Long Beach Job Corps
4	Banuelos	Jessica	Pathways Community Services
5	Beltran	Paolo	City of Lakewood
6	Carter	Alexis	Employment Development Department
7	Castellanos	Allison	SELACO WDB Chair, Allison Tutoring
8	Castro	Yolanda	SELACO WDB
9	Chamberlin	John	SELACO WDB Consultant
10	Clements	Marjean	SELACO WDB
11	Cornejo	Dahlia	CalWORKS/GAIN Division, DPSS
12	Coronel	Corina	SELACO WDB
13	Dang	Tam	SELACO WDB
14	Diaz	Victor	Salvation Army Bell Shelter
15	Fakhfour	Renee	SELACO WDB
16	Ferranti-Lansdown	Tammy	SELACO WDB
17	Garg	Amita	Infotech Career College
18	Gentle	Diamond	Salvation Army
19	Gonzalez	Lena	Microsoft
20	Grafton	Cindy	Downey Adult School
21	Hernandez	Olga	Employment Development Department
22	Hyun	Bing	City of Norwalk
23	Isabelo	Anna	SELACO WDB
24	Joseph	Jack	SELACO WDB Policy Board
25	Kadrlik	Patt	Department of Rehabilitation
26	Kain	Kirk	SASSFA
27	King	Olin	SELACO WDB Member, EDD
28	Leon	Zoey	Cerritos College
29	Leon	Anna	SELACO WDB
30	Levine	Barbara	SELACO WDB Member, LAEDC
31	Malig	Jannet	Cerritos College
32	Martinez	Claudia	The Arc Los Angeles and Orange Counties
33	Martinez	Stephanie	Microsoft
34	Michel	Sandra	SELACO WDB
35	Moore	Gloria	LA Valley College
36	Nguyen	Vivien	Employment Development Department
37	Noble	Bruce	Rio Hondo College
38	Pavone	Rocky	Heartland
39	Perez	Kim	Community Family Guidance Center
40	Phu	Linda	Employment Development Department
41	Pinedo	Mary	ABC USD
42	Ponce	Sayaka	Field of Dreams Learning Center
43	Reese	John	WFG Heartland
44	Reyes-Davis	Carol	SELACO WDB

SELACO WDB

INDIVIDUALS / ORGANIZATIONS **ATTENDING** 12.7.2016 COMMUNITY STAKEHOLDER FORUM

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>
45	Rochin	Blanca	Downey Adult School, PAACE
46	Sandoval	Ben	SELACO WDB
47	Shinder	David	SELACO WDB Consultant
48	Silva	Hector	Employment Development Department
49	St. James	Karen	Southern California Alcohol & Drug Program
50	Stephens	Jefferey	The Arc Los Angeles and Orange Counties
51	Stephens	Mary Kay	NLMUSD
52	Todd	Sharon	SELACO WDB Member, NLMUSD, PAACE
53	Vargas	Maite	The Arc Los Angeles and Orange Counties
54	Vasquez	Graciela	Cerritos College, PAACE
55	Vuong	Michael	Office of Congresswoman Linda Sanchez
56	Williams	Candy	SELACO WDB Member, Department of Rehab

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**List of Organizations and Individuals Invited to Public  
Meeting on Local Plan**



## SELACO WDB

INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2.8.2017 LOCAL PLAN PUBLIC MEETING

	Last Name	First Name	Organization
1	Alfaro	Eliana	SELACO CCN - EDD
2	Allen	Ron	SELACO CCN - RWM Fiber
3	Almashaw	Katy	SELACO CCN - SAHARA
4	Alvarado	Norma	SCE
5	Alvarez	Maggie	SELACO CCN - Salvation Army
6	Anaya	Jose	California Community Colleges
7	Annino	Sandy	SELACO CCN - Job Corps
8	Arroyo	Angie	SELACO CCN - EDD
9	Bagarry	Karen	SELACO CCN - Southern California Alcohol & Drug Program
10	Bakchachyan	Mary	SELACO CCN - Dept of Mental Health
11	Banagas	Renett	SELACO CCN - BUSD
12	Banuelos	Jessica	SELACO CCN - Pathways Health
13	Barragan	Rosa	SELACO CCN - NLMUSD
14	Bautista	Sylvia	SELACO CCN - Habitat LA
15	Bernal	Jose	SELACO CCN - DPSS
16	Bernal	Perla	SELACO CCN - The Whole Child
17	Bohannon	Ron	Warmelin
18	Bowie	Reggie	SELACO CCN - Family Outreach & Community Intervention Svcs
19	Brown	Janine	SELACO CCN - Temps Incorporated
20	Bruns	Alice	SELACO CCN - Disabled Resources Center Inc.
21	Calver	Michael	Downey Chamber
22	Campos-Juarez	Janet	SELACO CCN - LACOE
23	Canchola	Rudy	Mazak Corp
24	Capp	Jennifer	SELACO CCN - SASSFA
25	Cash	Regina	CSULB
26	Castanon	Carolina	SELACO CCN - LACOE
27	Castellanos	Allison	SELACO WDB Chair, Business Representative
28	Castellanos	Joshua	Greater Lakewood Chamber
29	Cerda	Eric	SELACO CCN - LA County Probation
30	Chambers	Howard	City of Lakewood
31	Chang	Terri	SELACO CCN - WUHSD
32	Chavez	Eileen	SELACO CCN - EDD
33	Cheung	Carissa	SELACO CCN - Olive Crest
34	Chua	Lianne	SELACO CCN - LBCC
35	Clancy	John	SELACO CCN - Salvation Army
36	Connell	Jim	SELACO WDB Member, Business Representative
37	Cornejo	Dahlia	DPSS
38	Critchley	Jeff	SELACO CCN - EDD
39	Cruz	Debbie	SELACO CCN - CACP Inc
40	Cummins	Byron	SELACO WDB Member, Labor Organization
41	Cunningham	Alice	SELACO CCN
42	Da Silva	Ana	SELACO CCN - Cerritos College
43	Dahilig	Ina	Artesia Chamber
44	Dameron	Mark	SELACO WDB Member, Business Representative
45	Davis	Eric	SELACO CCN - Department of Rehab
46	Davis	Mary	SELACO CCN

## SELACO WDB

INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2.8.2017 LOCAL PLAN PUBLIC MEETING

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>
47	De Leon	Terri Ponce	SELACO CCN
48	Densmore	Kelly	FXC Corp
49	Derthick	Joseph	SELACO WDB Vice Chair, Business Representative
50	Diaz	Alicia	SELACO CCN - LLCSD
51	Diego	Laura	SELACO CCN - The Whole Child
52	Dixon	Patrick	PAACE, Bellflower USD
53	Do	Tuyet Nhung	SELACO CCN - DPSS
54	Dor	Okina	SELACO CCN - City of Artesia
55	Drake	Aaron	SELACO WDB Member, Business Representative
56	Driver	Doris	LA City College
57	Duggal	Leela	SONOCO
58	Dunn	Phillip	Foothill WDB
59	Duran	Isabelo	SELACO CCN - Operation Hope
60	Egan	Mike	City of Norwalk
61	Enciso	Jessica	SELACO CCN - Good Will
62	Enriquez	Melissa	SELACO CCN- Primerica
63	Escamilla	Georgina	SELACO WDB Member, Business Representative
64	Espinoza	Michelle	SELACO CCN - Community Family Guidance Center
65	Espitia	Ben	SELACO WDB Secretary/Treasurer, Labor Organization
66	Estrada	Shannon	SELACO CCN - Cerritos College
67	Farber	Jeff	SELACO CCN - Helpline Youth Counseling Inc
68	Filer	Anthony	SELACO CCN - Legal Aid
69	Fink	Kathie	Santa Fe Springs Chamber
70	Fonesca	Adriana	SELACO CCN
71	Frye	Michael	SELACO CCN - DUSD
72	Gallucci	Art	City of Cerritos
73	Gamez	Blanca	SELACO CCN - Cerritos College
74	Garcia	Anthony	SELACO CCN - City of Norwalk
75	Garcia	Gerry	SELACO CCN - Good Will
76	Garcia	Jorge	SELACO CCN - Salvation Army
77	Garg	Amita	SELACO CCN - Info Tech
78	Garofalo	Michaela	SELACO CCN - Bureau of Prisons
79	Gibson	Kimberly	SELACO CCN - CEC Intl
80	Glenn	Karen	Grifols Inc.
81	Gomez	Belle	SELACO WDB Member, Education
82	Gonzales	Lena	SELACO CCN - Microsoft
83	Gonzalez	David	SELACO CCN - El Camino College
84	Guo	PaoLing	Artesia Chamber
85	Guzman	Cinthia	SELACO CCN - American Family Housing
86	Guzman	Marcelino	SELACO CCN - Southern California Alcohol & Drug Program
87	Haasis	Hans Jr.	Omniteam
88	Hansen	Vivian	Norwalk Chamber
89	Haws-Gold	Leah	LBCC
90	Heredia	Sally	SELACO CCN - Department of Rehab
91	Hernandez	Anna	SELACO CCN - EDD
92	Hernandez	Guadalupe	SELACO CCN

INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2.8.2017 LOCAL PLAN PUBLIC MEETING

	Last Name	First Name	Organization
93	Hernandez	Isaias	SELACO CCN - Mexican American Opportunity Foundation
94	Hernandez	Olga	SELACO CCN - EDD
95	Hernandez	Richard	SELACO CCN - Disabled Resources Center Inc.
96	Hernandez	Sylvia	SELACO CCN - City of Norwalk
97	Hernandez-Garcia	Nellie	SELACO CCN - Cerritos College
98	Herzfeld	Shari	Rio Hondo College
99	Hirsh	Urban	Ink Systems
100	Hollis	Star	SELACO CCN - Social Vocational Services Inc.
101	Holly	Andre	SELACO CCN - Info Tech
102	Hooper	Shirley	Egge Machine Co.
103	Hoyle	Jerry	CTS Cement
104	Hutton	Brenda	SELACO CCN - Helpline Youth Counseling Inc
105	Hyun	Bing	SELACO CCN - City of Norwalk
106	Irish	Gregg	Los Angeles City WDB
107	Jensen	Susan	SELACO CCN - Community Advocates for People Choices Inc
108	Johnson	Earl	Compax, Inc.
109	Joseph	Jack	SELACO Policy Board
110	Juarez	Julie	SELACO CCN - Pacific Clinics
111	Kadrlik	Patt	SELACO CCN - Department of Rehab
112	Kain	Kirk	SELACO CCN - SASSFA
113	Karimi	Shirin	SELACO CCN - California Department of State Hospitals
114	Kennedy	Miranda	SELACO CCN - National Disability Institute
115	Khuth	Dara	SELACO CCN - DPSS
116	King	Olin	SELACO WDB Member, Public Employment Service
117	Kucera	Kevin	SELACO WDB Member, Labor Organization
118	Lara	Virginia	SELACO CCN - NLMUSD
119	Layana	Tracey	Warmelin
120	Leon	Zoey	SELACO CCN - Cerritos College
121	Levine	Barbara	SELACO WDB Member, Economic Development
122	Lewis	Turkessa	SELACO CCN - Good Will
123	Livas	Gilbert	City of Downey
124	Loera	Jose	SELACO CCN - Salvation Army
125	Lopez	Kiara	SELACO CCN - 211 LA
126	Lopez	Rosa	SELACO CCN - John Muir Charter School
127	Madariaga	Karina	SELACO CCN - Downey Adult School
128	Magallanes	Renee	SELACO CCN - WUHSD
129	Maithonis	Kristin	SELACO CCN - Norwalk Housing Authority
130	Malig	Jannet	Cerritos College
131	Manalo	Victor	SELACO Policy Board Member, City of Artesia
132	Maniquis	Kimmy	SELACO CCN - California Conference for Equality & Justice
133	Marinero	Farah	Lynx Grills
134	Marquez	Ernesto	City of Hawaiian Gardens
135	Martinez	Rae Marie	SELACO CCN
136	Matthew	Bob	Quality Engineering Management, Inc.
137	McCauley	Richard	Mazak Corp
138	Medina	Natasha	SELACO CCN - Southern California Alcohol & Drug Program



## SELACO WDB

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140	Mel	Jerome	KME CNC
141	Mello	Curtis	Haraeus
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143	Mendoza	Armando	SELACO CCN - Pacific Clinics
144	Menezes	Paulo	SELACO WDB Member, Business Representative
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149	Moore	Rick	SELACO CCN - Family Outreach & Community Intervention Svcs
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153	Nathan	Cindy	SELACO CCN - CSULB
154	Ngo	Henry	SELACO WDB Member, Business Representative
155	Noble	Bruce	Rio Hondo College
156	Nsa	Nsa	SELACO CCN - World Financial Group
157	Ochoa	Hector	SELACO CCN - SoCal Resource Svcs for Independent Living
158	Okino	Todd Kenji	Advanex Americas
159	Olivas Andrade	Henryetta	SELACO CCN - LETC
160	O'Rourke	Pat	SELACO CCN - CSULB
161	Osborn	Linda	SELACO CCN - LACOE
162	Palacios	Tracy	CSULB
163	Paraiso	Marlowe	SELACO CCN - LBCC
164	Parra	Patricia	SELACO CCN - DPSS
165	Pathak	Pino	SELACO WDB Member, Business Representative
166	Pavone	Rocky	SELACO CCN - World Financial Group
167	Pena	Maria	SELACO CCN - LACOE
168	Perez-Aguilar	Valerie	SELACO CCN - Mexican American Opportunity Foundation
169	Pinedo	Mary Lou	SELACO CCN - ABCUSD
170	Pizer	Janis	SELACO CCN - Cerritos College
171	Plascencia	Robyn	SELACO CCN
172	Polley	Tracy	SELACO WDB Member, Business Representative
173	Ponce	Sayaka	SELACO CCN - Youth Build
174	Profeta	Mary Ann	SELACO CCN - Working Wardrobes
175	Quiroz	Paul	SELACO CCN - Cambrian Home Care
176	Ragaisis	Jr.	SELACO CCN - Training Centers
177	Ramos	Jaime	SELACO CCN - Cypress College
178	Rapue	Judy	SELACO WDB Member, Labor Organization
179	Rawlings	Bill	City of Artesia
180	Ray	George	LaFiell Manufacturing
181	Reed	Richard	SELACO WDB Member, Labor Organization
182	Reese	John	SELACO CCN - World Financial Group
183	Richardson	Steve	Cerritos College
184	Robertson	Curglin	SELACO CCN - CSULB

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INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2.8.2017 LOCAL PLAN PUBLIC MEETING

	<b>Last Name</b>	<b>First Name</b>	<b>Organization</b>
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186	Rodriguez	Rey	SELACO Policy Board Member, City of Hawaiian Gardens
187	Rodriguez	Angie	SELACO CCN - DPSS
188	Rodriguez	Mario	SELACO CCN - Disabled Resources Center Inc.
189	Rodriguez	Norma	SELACO CCN - Cerritos College
190	Rosenfield	David	ROMAC
191	Ruiz	Stephanie	SELACO CCN - Norwalk Housing Authority
192	Saenz	Ericka	SELACO CCN - EDD
193	Salmeron	Samantha	SELACO CCN - Our Place Housing Solutions
194	Sandoval	Wendy	SELACO CCN - Helpline Youth Counseling Inc
195	Santa Ines	Sonny	SELACO Policy Board Vice Chair, City of Bellflower
196	Sapien	Sara	SELACO CCN - Department of Rehab
197	Saucedo-Garcia	Cristina	SELACO WDB Member, Business Representative
198	Schultz	Nick	Pacific Gateway WIN
199	Schulz	Rachelle	SELACO CCN - ABCUSD
200	Schwallie	Bob	SETCO
201	Schweitzer	Denise	SELACO CCN - LACOE
202	Segura	Aurora	SELACO CCN - Cerritos College
203	Serrano	Carina	SELACO CCN - LBCC
204	Sharoni	Asher	A & H Engineering & Manufacturing
205	Sidney	Laura	SELACO CCN - LBCIL
206	Silva	Hector	SELACO CCN - EDD
207	Smith	Jeff	Bellflower Chamber
208	Smith	Scott	Cerritos Regional Chamber
209	Smith	Amy	LBCC
210	Solanki	Naresh	SELACO Policy Board Member, City of Cerritos
211	Solorio	David	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse
212	St James	Karen	SELACO CCN - Southern California Alcohol & Drug Program
213	Stence	Pam	SELACO CCN
214	Stephens	Mary Kay	SELACO CCN - NLMUSD
215	Steve Moua	BS	SELACO CCN - Helpline Youth Counseling Inc
216	Stone-Abrams	Linda	SELACO CCN - Department of Mental Health
217	Strong	Denise	SELACO CCN - Southeast ROP
218	Tacson	EJ	Brenner-Fiedler
219	Todd	Sharon	SELACO WDB Member, Education
220	Topffer	Christina	Sandvik Coromant
221	Ung	Moni K	SELACO CCN - DPSS
222	Vanderzee	Becky	SELACO CCN - Our Place Housing Solutions
223	Vargas	Denise	SELACO CCN - CA Hispanic Commission on Alcohol & Drug Abuse
224	Vasquez	Fernando	SELACO Policy Board Member, City of Downey
225	Vasquez	Graciela	PAACE, Cerritos College
226	Vega	Aritcela	SELACO CCN - Shields for Families
227	Velasco	Judith	Verdugo WDB
228	Verches	Richard	Los Angeles County WDB
229	Vernola	Luigi	SELACO Policy Board Member, City of Norwalk
230	Vesga	Chaz	SELACO CCN - Department of Rehab

SELACO WDB

INDIVIDUALS / ORGANIZATIONS **INVITED** TO 2.8.2017 LOCAL PLAN PUBLIC MEETING

	Last Name	First Name	Organization
231	Vogel	Jan	South Bay WIB
232	Volcan	Ashley	SELACO CCN - Working Wardrobes
233	Vuong	Michael	SELACO CCN - Office of Representative Linda Sanchez
234	Wafer	Joshua	SELACO CCN - Working Wardrobes
235	Walker	Cecilia	SELACO CCN - Southern California Alcohol & Drug Program
236	Watson	James	SELACO CCN
237	Wicks	Craig	SELACO CCN - Budget Norwalk
238	Williams	Candy	SELACO WDB Member, Rehabilitation Agency
239	Wood	Jeff	SELACO Policy Board Chair, City of Lakewood
240	Yamato	Marianne	SELACO CCN - Department of Children and Family Services
241	Yeh	Heidi	SELACO CCN - Department of Children and Family Services
242	Yoguez	Norma	SELACO CCN - Spiritt
243	Zavala	Christina	SELACO CCN - WUHSD



**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**List of Individuals Attending Public Meeting on Local Plan**

## SELACO WDB

INDIVIDUALS / ORGANIZATIONS **ATTENDING** 2.8.2017 LOCAL PLAN PUBLIC MEETING

	Last Name	First Name	Organization
1	Alamshaw	Katy	SAHARA
2	Alaniz	Jose	SELACO WDB
3	Barnette	Jason	Kingdom Causes Bellflower
4	Castaneda	Carmela	SELACO WDB
5	Castro	Yolanda	SELACO WDB
6	Chacon	Marcia	Salvation Army
7	Clements	Marjean	SELACO WDB
8	Dang	Tam	SELACO WDB
9	Davis	Carol	SELACO WDB
10	Derthick	Joseph	SELACO WDB Vice Chair Business Representative
11	Diaz	Victor	Salvation Army
12	Ferranti-Lansdown	Tammy	SELACO WDB
13	Grafton	Cindy	Downey Adult School
14	Hernandez	Olga	Employment Development Department
15	Isabelo	Anna	SELACO WDB
16	Joseph	Jack	SELACO Policy Board
17	Kifer	Bob	Working Wardrobes
18	King	Olin	SELACO WDB Member, Employment Development Department
19	Leon	Zoey	Cerritos College
20	Leon	Anna	SELACO WDB
21	Levine	Barbara	SELACO WDB Member, LAEDC
22	Lugo	Julia	Employment Development Department
23	Madariaga	Karina	Downey Adult School
24	Michel	Sandra	SELACO WDB
25	Moore	Rick	FOCIS
26	Perez	Krystal	Community Family Guidance Center
27	Ponce	Sayaka	Field of Dreams Learning Center
28	Quarles	JoAnne	IBB2 Club LLC
29	Salcedo	Mirna	SELACO WDB
30	Sandoval	Ben	SELACO WDB
31	Sapien	Sara	Department of Rehabilitation
32	Shinder	David	SELACO WDB Consultant
33	Sir	Michael	SELACO WDB
34	St. James	Karen	Southern California Drug & Alcohol Program
35	Stephens	Mary Kay	Norwalk-La Mirada Adult School
36	White	Michele	Horizon Support Services
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**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Power Point from Local Plan Meeting Held on  
February 8, 2017**



# SELACO WDB

## Local Workforce Plan 2017-2020

Local Plan Public Meeting  
February 8, 2017

### The Local Plan

Under the State Plan, the primary purpose of local workforce plans and partnerships is to facilitate access to workforce services at the local level.

While regional plans are specifically focused on constructing a regional training and education architecture that aligns with regional labor markets, individuals will access and experience this regional workforce architecture primarily through local service delivery efforts, principally those of WIOA partners operating in the America's Job Center of California (AJCC) system, but potentially through other partners of the workforce system as well.

In this regard, it is typically at the local level where services will be integrated, resources braided, and supportive services provided to individuals being served by the partners.

### The Los Angeles Basin Regional Plan

- Regional plans required by WIOA function under the State Plan as the primary mechanism for aligning educational and training provider services with regional industry sector needs.
- California state law requires coordination between the K-12, Community Colleges, and WIOA systems and requires the use of sector strategies as the operational framework for the state's workforce system.
- These two state mandated requirements are met under the State Plan by making federally required WIOA regional plans and partnerships the primary mechanism for aligning educational and training programs with regional industry sector needs.
- The main aim of regional plans is the development of "regional sector pathway" programs, which includes identification, utilization, and servicing of career pathway programs aligned with regional industry sector needs.

## Overview

- Introduction
- Vision, Goals and Strategy
- Implementing State Plan Policy Strategies
- Required Detail on Specified Services and Service Delivery Strategies
- AJCCs
- Information Pertaining to Specific Program, Populations and Partners
- Information Pertaining to Grants and Grant Administration
- Performance Goals
- Federal High Performance Board Efforts
- Training Activities
- Transparency, Accessibility and Inclusiveness
- Common Intake and Case Management
- Other Miscellaneous Requirements
- Required Forms
- Goals
- Attachments

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## Introduction

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## Opening Statement

- SELACO represents a 7-city service area
- SELACO is part of the Los Angeles Basin Regional Planning Unit (RPU)
- SELACO participated in and the plan reflects the regional planning process

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## Vision, Goals and Strategy

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## Vision/ Tie to Regional Plan

- The vision for meeting workforce development challenges within Southeast Los Angeles County is centered on collaboration among multiple partners
- Ours is both a demand-driven and performance-driven system, capable of meeting the needs of businesses and job seekers
- Preparing workers for jobs in priority sectors is a key strategy to promoting economic growth and self-sufficiency

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## Core Partnership to Achieve the Vision

Key features of collaboration and resource alignment are:

- Service Integration
- Co-Enrollment
- Data and Information Sharing
- Regional and Cross-Disciplinary Engagement of Industry
- Regional Approach to Career Pathways
- Building Basic Skills

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## Implementing State Plan Policy Strategies

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## Overview of Local Programs and Services

- Adult and Dislocated Worker Programs
- Youth Programs
- Education and Training Providers
- Support Services

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## Alignment with 7 State Policies for the Local System

- Sector strategies
- Career pathways
- Organizing regionally
- Earn and Learn
- Support Services
- Cross System Data Capacity
- Integration of Services and Braiding of Resources

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## Sector Strategies

- In 2013 SELACO selected the following as priority sectors: advanced manufacturing, business and professional services, healthcare, hospitality and leisure, and transportation and logistics
- Strategies have included business engagement; intensive discussions on skill gaps and the skill requirements for various key positions; assessment of hiring needs and practices; and the development and operation of several demand-driven training programs, many in partnership with core and other program providers.
- SELACO published a white paper, "Manufacturing Study: A Foundation for Developing Sector Strategies," which outlines business priorities
- SELACO has developed or participated in several manufacturing focused training programs

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## Career Pathways

- SELACO WDB is leading development of a regional sector pathway program under the state-funded SlingShot Initiative.
- The WDBs in the region formed the Los Angeles Regional Healthcare Collaborative to address the need for a skilled "care coordination" workforce within hospitals and clinics.
- Industry leaders identified care coordination as an emerging skill set need in healthcare.
- The process of developing a strategy to address this emerging need has involved nearly two years of meetings among leaders in the healthcare industry, along with representatives from education, economic development and the workforce system. Surveys and other forms of intelligence gathering have also been part of the process

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## Organizing Regionally

Factors driving current regional collaboration include:

- One is the development of new MOUs with core program partners.
- Development of regional sector pathway programs

Regional collaboration also exists in other areas including responses to worker dislocation

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## Earn and Learn

- SELACO WDB supports a pre-apprenticeship training program delivered in partnership with Cerritos College and the Iron Workers Union.
- OJT is an important tool, as it enables our team to work with businesses to design training customized to their specifications
- SELACO operates a youth "earn and learn" program that provides work experience serving young people with various barriers to employment

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## Support Services

- SELACO WDB has been committed to making certain that residents working toward employment, self-sufficiency and careers have the support necessary to participate in training and secure employment that leads to a career
- Some of the most needed support services are transportation, childcare, clothing, tool and work-related supplies
- A major resource for support referrals is CCN, a platform for CBOs, educators, and State and Local government agencies to come together and share resources available to assist our customers

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## Cross System Data Capacity

This policy objective is ideally dealt with at the state and regional levels, as it is reliant on choices and resource commitments by key decision makers at State and County agencies.

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## Integrating Services and Braiding Resources

- From the ISD model at the AJCCs to special projects such as state grants programs serving long-term unemployed individuals, SELACO WDB has sought to minimize the effects of diminishing public resources by leveraging funding across diverse sources.

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## Required Detail on Specified Services and Service Delivery Strategies

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## Working with Core Programs to Expand Access

- For more than thirty years, SELACO WDB has been working in close partnership with the core program operators – EDD, DOR and local education agencies.
- A primary goal of each of the core program partners is collectively provide access to and support for at-risk populations to ensure that they have opportunities to prepare for jobs that pay good wages and offer the potential for upward mobility.
- Individuals with barriers to employment may face any number of obstacles and the partners are prepared to address each of them. The most common barriers that job seekers must overcome are: a lack of foundational skills, including low literacy and numeracy skills or a lack of English fluency; and insufficient support to be able to prepare for and transition to employment. MOUs recently developed among the partners describe ways in which barriers will be addressed.

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## Facilitating Career Pathways

- SELACO WDB is leading efforts locally and regionally to work with education and other partners to build on existing career pathway programs.
- Co-enrollment across core programs may occur in a number of ways. Participants are enrolled in CalJOBS, which is currently the primary system for EDD and the SELACO WDB. As MOUs are finalized with local mandatory partners we will schedule training sessions on CalJobs supporting partners in their efforts to co-enroll customers in the AJCC supported programs.
- SELACO WDB anticipates that various local career pathway projects can be replicated regionally

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## Improving Access to Credentials

- During the regional planning process, input confirmed that credentials are not only recognized and valued, but are essential for some jobs. The Regional Plan cites examples where licenses (e.g. Truck Driver, Barber), credentials (e.g. Teacher) and degrees (e.g. Registered Nurse) are required. In many other cases credentials are optional.
- In order to ensure that our efforts produce credentials that fully resonate with the business community, SELACO WDB is prepared to assist in regional efforts to convene businesses in intensive discussions about credentials.
- SELACO will also make certain that the sector pathway programs we develop include business input on the credentials that should result from training

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## Employer Engagement

Business participation in the workforce system includes:

- Business as Policy Maker
- Business as Advisor
- Business as Trainer
- Business as Primary Customer

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## Meeting the Needs of Business

Services we offer to meet the needs of business include:

- Hiring and Recruitment
- Ensuring Job Candidates Are Prepared for Work
- Training for the Existing Workforce
- Referrals to SELACO WDB's Network of Partners

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## Coordination with Local Economic Development

Local economic development efforts include collaboration with:

- Cities
- Chambers of Commerce
- LAEDC (which is represented on the WDB)

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## AJCC and UI Program Coordination

- Coordination between the WIOA-administered one-stop system and EDD's programs are made easier by virtue of the integrated service delivery model fully implemented within the AJCC system in 2016.
- Collaboration with EDD makes it much easier to reach individuals receiving unemployment insurance and to provide them WIOA and other system services that will assist customers in expediting their reemployment efforts.

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## AJCCs

## Ensuring Quality Improvement

SELACO WDB uses a number of strategies to improve the delivery of services.

- Compliance Reviews
- Intensive Training and Technical Assistance:
- Monthly Solution Meetings
- Surveying Customer Satisfaction

SELACO recently participated in the U.S. DOL-sponsored customer-centered design challenge that culminated with an award to execute the "ideas" presented to enhance/improve the customer experience. Our concept was to improve the ways in which we "hear, create, and deliver."

## Access to AJCC System

- SELACO WDB will operate two comprehensive AJCCs, one in Cerritos and one in Norwalk
- In 2018, SELACO will occupy a new building currently being constructed by the City of Norwalk.
- Partners will also identify the best options for increasing community "on-ramp" sites
- Web-based technology also supports access to the system

## System Access for Persons with Disabilities

Accessibility for customers with disabilities is achieved via:

- Facilities and services
- Technology
- Materials
- Staff training and support (Disability Resource Coordinator)

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## Roles of Partners

- MOUs with system partners, including those operating core programs, outline their roles and responsibilities. As the second phase of the MOU process is completed, resource contributions to the AJCCs will be specified within budgets
- Services of the partners include: outreach and recruitment; initial assessment; universal access and core/basic career services; cross referrals; follow-up; co-enrollment (when needed by the customer), along with corresponding coordinated services and co-case management.

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## MOUs

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

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## Collaboration with WIOA Section 166 Grantees

SELACO WDB has made contact with leadership from the Southern California Indian Center, Inc. a Section 166 grantee in the Los Angeles/Orange County regions and the organizations are in discussion about how to collaborate and more effectively share information about and serve as on-ramps to each other's programs

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## Collaboration with WIOA Section 167 Grantees

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

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## On-Ramp to Regional Sector Pathways

- As a system, the network of partners and stakeholders have all turned their attention to industries for which priorities have been established, recognizing that these sectors offer the greatest promise in terms of creating employment within the region and can offer pathways to the middle class
- The AJCCs have been effective in making job seekers aware of such programs and the value they offer in terms of employment potential.
- The AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have the capacity to both promote initiatives and to guide job seekers to the best opportunities.

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## Information Pertaining to Specific Program, Populations and Partners ...

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## Coordination with Regional Economic Development

- In 2015, SELACO WDB contributed to the development of the Comprehensive Economic Development Strategy (CEDS) prepared by the USC Center for Economic Development on behalf of the Gateway Cities Council of Governments, which includes SELACO WDB cities
- Other regional economic development efforts with which SELACO WDB has been involved include the collaboration the WDBs in the Los Angeles Basin have with LAEDC.
- Our primary resource for promoting entrepreneurial training and economic development is through the services of the Small Business Development Center (SBDC) at Long Beach City College. The center offers low-cost training and no-cost one-on-one advising from experienced entrepreneurs and industry experts

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## Adult and Dislocated Worker Activities

- The AJCC system serves as the portal for a wide range of services, including: basic career services; intensive career services; training services and ancillary services, such as support that enables participation in the foregoing services.
- Our regional ETP program has positioned SELACO WDB to better address the needs of a company's existing workforces.

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### Rapid Response

- SELACO WDB's Rapid Response services assist workers affected by business closures or downsizing.
- SELACO WDB is increasingly shifting the focus of services for distressed companies to proactive business retention and layoff aversion strategies.

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### Youth Program

- SELACO WDB currently contracts with the ABC Unified School District to operate the in-school youth program. This program serves high school Juniors and seniors that have been identified as at risk of dropping out of school and face barriers to school completion and employment
- The Out of School Youth Program provides a rich combination of services including work experience, a wide range of soft skills and work readiness training, GED preparation, assistance in completing college and financial aid applications, on-the-job or classroom vocational training, job placement assistance and support services.
- SELACO WDB has re-designed the slate of services for the Out of School Program and we are preparing to implement enhancements that focus on providing participants opportunities to explore and then train for jobs in the high-demand sectors that are regional priorities
- Our core strategy for serving youth and young adults with disabilities has been to provide resources and accommodations they need, along with intensive case management

e-11

### Coordination with Educational Programs

- SELACO WDB has developed partnerships with Cerritos College and local education agencies, including the adult schools they operate (through PAACE).
- SELACO works closely with the Los Angeles/Orange County Regional Consortium of community colleges.
- More than two years ago, the WDBs and the community colleges in Los Angeles County formed a committee to work toward alignment of sector strategies, career pathway programs, data management, industry engagement and more.

e-12



## Support Services

- SELACO has built effective relationships with programs and providers that enhance the support services that we are able to make available with WIOA funding.
- Examples of the most commonly needed services include transportation assistance (including bus passes and gas vouchers); work-related clothing, uniforms, tools and supplies; temporary shelter; regular housing; assistance in covering utility costs; child and dependent care; payments for tests, licenses and other employment-related prerequisites; medical, dental and legal services; and counseling of every type.

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## Coordination with Wagner-Peyser

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

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## Coordination with WIOA Title II

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

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## Training and Services for English Language Learners

- SELACO WDB has strong, effective referral relationships with the education agencies within the PAAACE AEGB consortium.
- Among recommendations made by the Regional Plan are making improvements in access to English language training and exploring alternative training methods. At the local level, SELACO WDB can support these efforts by working with education and community partners to explore alternatives, such as online learning, contextualizing English skills within vocational training, and bringing programs to community-based sites, among other strategies.

## Information Pertaining to Grants and Grant Administration

## Disbursal of Grant Funds

- The Southeast Los Angeles County Workforce Development Corporation, Inc. is the entity responsible for the disbursal of grant funds

## Competitive Funding Process

- SELACO complies with (OMB) Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- To award WIOA sub-grants and contracts, SELACO WDB uses a competitive procurement process
- A Request for Proposals (RFP) solicitation process is used. RFPs specify services/products sought and request information on proposed content, approach and quality; experience and proven performance; and price/cost.

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## Performance Goals

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## WIOA Performance Measures

Adult	2016-17	2017-18
Employment Rate 2nd Quarter After Exit	65.0%	68.0%
Employment Rate 4th Quarter After Exit	62.5%	66.5%
Median Earnings 2nd Quarter After Exit	\$4,957	\$5,157
Credential Attainment within 4 Quarters After Exit	52.9%	55.9%

e-51

Dislocated Worker	2016-17	2017-18
Employment Rate 2nd Quarter After Exit	66.0%	71.0%
Employment Rate 4th Quarter After Exit	62.5%	69.5%
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,523
Credential Attainment within 4 Quarters After Exit	62.9%	63.0%

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Youth	2016-17	2017-18
Employment Rate 2nd Quarter After Exit	51.89%	54.48%
Employment Rate 4th Quarter After Exit	56.70%	59.54%
Median Earnings 2nd Quarter After Exit	BASELINE	BASELINE
Credential Attainment within 4 Quarters After Exit	60.0%	63.89%

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**Federal High Performance  
Board Efforts**  
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## WIOA Priority of Services

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

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

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## MOUs - Phase I

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

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## MOUs – Phase II

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

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## Training Activities

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## ITAs and Training Contracts

- SELACO uses ITA to purchase training programs on the WIOA Eligible Training Provider List (ETPL)
- Customers seeking ITAs are required to conduct career exploration and research to inform their decision-making process
- SELACO also funds cohort training in response to training and hiring needs of industry
- Customer choice is assured by the requirement that all customers be oriented to the full range of services before being enrolled in training

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## Transparency, Accessibility and Inclusiveness

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## Planning Process and Public Comments

### Involvement of Partners in the Planning

- Regional Planning Stakeholder Forums
- Development of Memoranda of Understanding
- Monthly CCN Meetings
- Engagement with Businesses
- SELACO WDB Meetings

### Public Comment and Review

- Public Notice
- Availability of Local Plan Document for Public Review.
- Public Meeting on Local Plan

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## Common Intake and Case Management

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## Common Intake Co-enrollment

- EDD Wagner-Peyser and WIOA staff share orientation and registration functions
- CalJOBS enables co-enrollment and data management
- The core partners have agreed to used CalJOBS

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## Other Miscellaneous Requirements

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## Review of Title II Proposals

- ✓ Applicants for WIOA Title II education and literacy funds, can currently review a draft of SELACO's Local Workforce Plan
- ✓ EDD will attempt to provide comments of local plans in time for WIOA Title II applicants to review the final plans prior to the May 15 proposal deadline
- ✓ SELACO will review Title I proposal to determine their consistency with the Local Workforce Plan

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## Priority of Service

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

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

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## Link to Regional Plan

Los Angeles Basin RPUs Regional Plan includes:

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

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M – Local Board Assurances  
 N – List: One-Stops/AJCC Partners  
 O – MOU  
 P – Grant Recipient Form  
 Q – Copy of Bylaws  
 R – Program Designee Form  
 S – Public Comment Form

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Goals

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## Goals - Local

- ❑ Increase the number and effectiveness of community on-ramps
- ❑ Further integrate partners into ISD Model
- ❑ Examine opportunities to implement additional entrepreneurial skills training
- ❑ Identify opportunities to access community college training using Strong Workforce funding on behalf of AJCC customers
- ❑ Expand the availability of basic skills and English language skills training
- ❑ Explore alternative strategies to make basic skills and English language skills training more accessible
- ❑ Identify model program designs for youth with disabilities
- ❑ Increase the availability of work-based learning models

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## Goals – Regional Coordination

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

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## Attachments

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**Exhibits**

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

**Attachments**

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

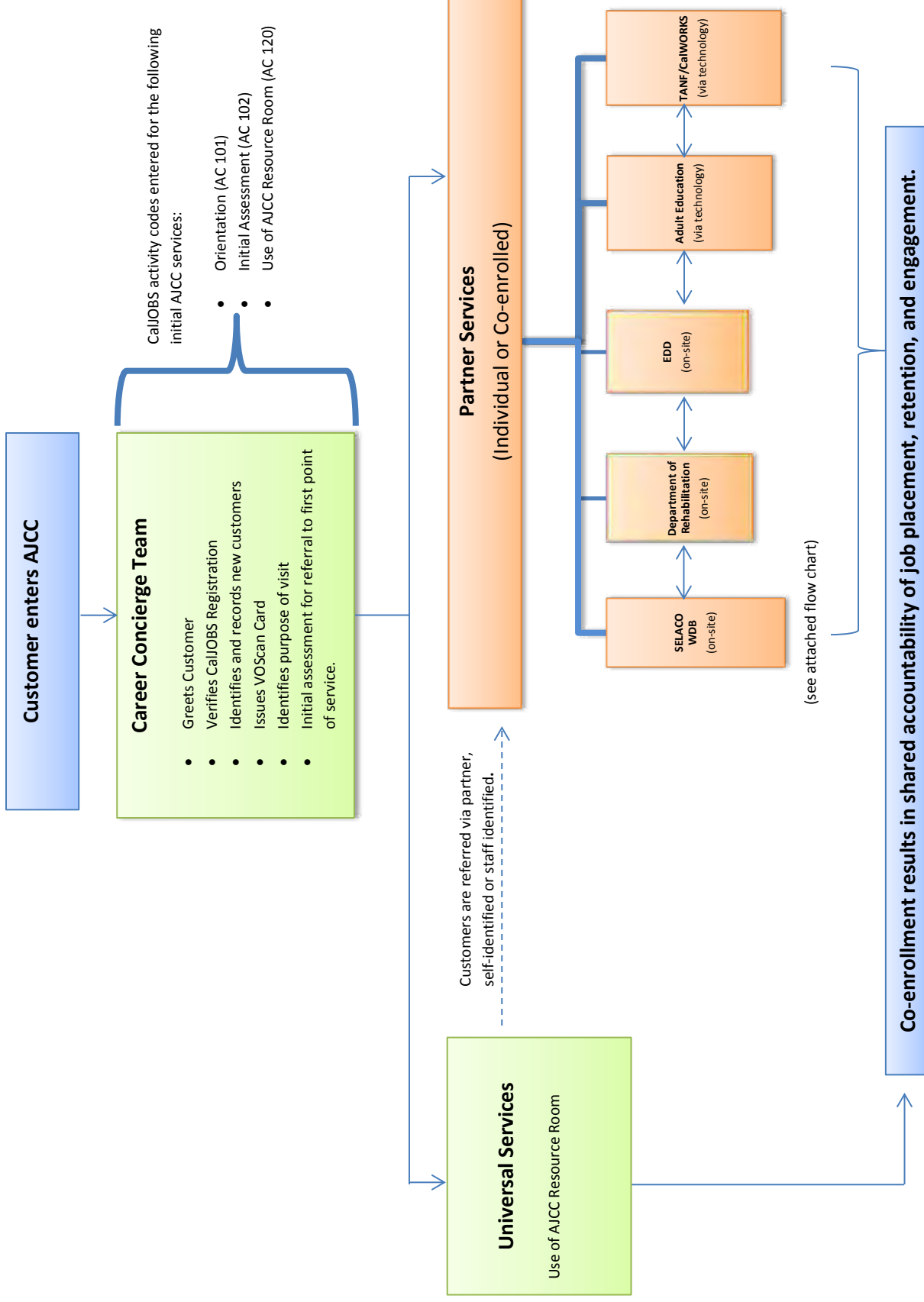
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**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**AJCC Service Delivery Flow Charts**

# SELACO WDB ISD Flowchart





**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**AJCC Partners – Roles and Resources Summary**

**Southeast Los Angeles County Workforce Development Board**  
**AJCC Partners – Roles and Resources Summary**

<b>AJCC Partner Program</b>	<b>Local Provider/Partner</b>	<b>Negotiated/Anticipated Role, Resources and Services</b>
Adult ( <i>WIOA title I formula</i> ) Dislocated Worker ( <i>WIOA title I formula</i> )	SELACO WDB	SELACO has been re-authorized by the CWDB to serve as the career services provider. WIOA Title I Adult and Dislocated Worker programs are delivered through SELACO-managed AJCCs, which operate under an integrated service delivery model in partnership with EDD, DoR, PAACE and a wide range of WIOA-mandated and optional local partners. Services include, but are not limited to: <ul style="list-style-type: none"> <li>❖ Basic Career Services</li> <li>❖ Individualized Career Services</li> <li>❖ Follow-Up Services</li> </ul>
Youth ( <i>WIOA title I formula</i> )		Youth programs in the local area are delivered by SELACO WDB for out of school youth and by local education providers for in-school youth. In-school participants are oriented to the full range of resources offered through the AJCC system. Out of school youth receive similar information and may be co-enrolled into the WIOA Adult program or programs provided by other partners to address service needs outside the bounds of the WIOA Youth program.
YouthBuild ( <i>WIOA title I</i> )	Field of Dreams Learning	<ul style="list-style-type: none"> <li>• Cross referrals of customers</li> <li>• Orientation to AJCC and partner services</li> <li>• Co-enrollment of WIOA participants into YouthBuild training</li> <li>• Partner plans to co-locate staff within the AJCC</li> </ul>
Indian and Native American Programs ( <i>WIOA title I</i> )	United American Indian Involvement, Inc.	<ul style="list-style-type: none"> <li>• Cross referrals of customers</li> <li>• Orientation to AJCC and partner services</li> </ul>
National Farmworker Jobs Programs (NFJP)/Migrant and Seasonal Farmworker Programs ( <i>WIOA title I</i> )	N/A	No program operates in or near the boundaries of the local workforce area.
Job Corps ( <i>WIOA title I</i> )	Long Beach Job Corps Center (LBJCC)	<ul style="list-style-type: none"> <li>• Cross referrals of customers</li> <li>• Orientation to AJCC and partner services</li> </ul>

		<ul style="list-style-type: none"> <li>Planned coordination with LBJCC CAN training program</li> <li>AJCC support for Job Corps participants seeking job placement</li> </ul>
Senior Community Service Employment Program (title V of the Older Americans Act of 1965)	County of Los Angeles Department of Workforce Development, Aging and Community Services	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Co-enrollment into WIOA for job placement support following SCSEP-subsidized employment</li> </ul>
Trade Adjustment Assistance (TAA) activities (Trade Act of 1974, as amended)	State of California Employment Development Department (EDD)	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Personalized Job Search Assistance workshop, weekly by invitation only, 1 hour</li> <li>Veteran Orientation, 3rd Thursday each month, 3 hours</li> <li>LMI/Skill Assessment Workshop, 3rd Thursday each month, 2 hours</li> <li>Support AJCC staff in providing basic career services to customers utilizing the career center/resource room</li> <li>Assist AJCC staff to check in customers via CalJOBS</li> <li>Provide support at help desk and answer customer inquiries</li> <li>Assist customers with questions relating to unemployment and disability insurance as well as UI online navigation assistance</li> <li>Support with additional ISD responsibilities</li> <li>TAA services for eligible job seekers, particularly for training</li> </ul>
Jobs for Veterans State Grants (Chapter 41 of title 38)	Kingdom Causes/ GoodSoil Industries	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> </ul>
Unemployment Compensation programs		
Wagner-Peyser Act ES, , as amended by WIOA title III		
Reentry Employment Opportunities (REO) program (Section 212 of the Second Chance Act of 2007 and WIOA sec. 169)	Partnership for Adult Academic and Career Education (PAACE) regional consortium <sup>1</sup>	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Customer referrals, training, transportation, assistive technology, high school diploma/GED preparation, supportive</li> </ul>
AEFLA program (WIOA title II)		

<sup>1</sup> PAACE is a recognized AEBG consortium representing five member agencies: ABC Adult School; Bellflower USD; Cerritos College; Downey USD Adult School; and Norwalk-La Mirada USD.



		<p>services, financial aid assistance, job sharing, job development, and job placement.</p> <ul style="list-style-type: none"> <li>AJCC representative is stationed at Downey Adult School every other week.</li> <li>Advisory board membership</li> </ul>
State VR program, authorized under title I of the Rehabilitation Act of 1973, as amended by WIOA title IV	State of California Department of Rehabilitation (DoR)	<ul style="list-style-type: none"> <li>Cross referrals of customers (eligible individuals)</li> <li>Orientation to AJCC and partner services</li> <li>Training, career assessment, transportation, assistive technology, job sharing, job development, job placements and employer presentations (targeted to eligible individuals).</li> <li>A DOR representative is co-located at the AJCC</li> </ul>
Career and technical education programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006	Cerritos College (via PACCE)	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Vocational training for a wide range of occupations, including career pathway programs and coursework related to priority industry sectors.</li> </ul>
Programs authorized under the Social Security Act title IV, part A (TANF)	County of Los Angeles Department of Public Social Services (DPSS)	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Work experience and job readiness services through the provision of Earn and Learn funding for Foster, CalWORKs and low income youth.</li> <li>Work experience and job readiness services through the provision of Transitional Subsidized Employment (TSE) for adult CalWORKs recipients.</li> <li>Outreach and intake for Cal Fresh (food stamps) eligibility at AJCC, once per month.</li> </ul>
Community Services Block Grant Employment and Training activities (Community Services Block Grant Act)	Clothes the Deal	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> <li>Priority provision of support services (work-related clothing/attire) for AJCC customers</li> </ul>
U.S. Department of HUD Employment and training programs	City of Norwalk Housing Authority	<ul style="list-style-type: none"> <li>Cross referrals of customers</li> <li>Orientation to AJCC and partner services</li> </ul>

**Southeast Los Angeles County Workforce Development Board  
(SELACO WDB)**

**Local Workforce Development Plan 2017-2020**

**Addendum – June 12, 2017**

**Southeast Los Angeles County Workforce Development Board  
Local Workforce Development Plan 2017 – 2020**

**Addendum 1 – June 12, 2017**

The following information serves as an addendum to Southeast Los Angeles County Workforce Development Board's (SELACO WDB) Local Workforce Development Plan submitted to the California WDB on March 15, 2017 as part of a package representing the seven WDBs within the Los Angeles Basin Regional Planning Unit. This addendum expands upon the following areas of SELACO WDB's Local Plan:

D(iv): Provide a description of the roles and resource contributions of the AJCC partners.

F(ii): Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

For each item, the information below builds upon content provided in SELACO WDB's Local Plan, adding details to more fully describe the position, intent and actions of the board and the local workforce system.

***D(iv): Provide a description of the roles and resource contributions of the AJCC partners.***

The description provided in SELACO WDB's Local Plan includes a discussion of the Memoranda of Understanding (MOUs)<sup>1</sup> that have been developed with all WIOA-mandated AJCC partners. These agreements clearly outline the partners' roles and responsibilities. In addition, the narrative under item D(iv) describes the fact that SELACO WDB has successfully implemented an integrated services delivery system at the AJCCs, through which partner representatives work in close collaboration to deliver seamless services under multiple programs and fund streams to job seekers and business alike.

To more precisely illustrate the roles and resources that partners bring to the local workforce development system, SELACO has prepared Attachment A (AJCC Partners – Roles and Resources Summary) to the Local Plan Addendum, which summarizes contributions and activities of local organizations representing the mandated AJCC partner programs. The resources/activities listed in the summary do not indicate a monetary value. Phase II MOUs are being developed and financial contributions will be detailed therein.

***F(ii): Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.***

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<sup>1</sup> MOUs are in various stages of development and execution and will be finalized prior to deadline established by CWDB/EDD.



The SELACO WDB's Local Plan response to this item generally describes the process used by the Board to make awards of grant funds, highlighting the entity responsible for the disbursal of grant funds, procurement methods and procedures for soliciting bids/proposals, review of submissions and issuing notices of award.

Representatives of the California WDB requested additional information on the procurement process pertaining specifically to: 1) AJCC Operator; and 2) Career Services Provider(s). Descriptions of these processes follow.

## **AJCC Operator**

On October 31, 2016, the SELACO Workforce Development Board authorized the release of a Request for Proposal (RFP) to secure a One Stop Operator for the local AJCC system. SELACO WDB's 2016-2017 One-Stop Operator RFP was developed to comply with WIOA requirements that local boards solicit year-round services from an experienced and qualified entity/individual to serve as the One-Stop Operator. Within the context of these requirements, SELACO WDB defined the role of the One-Stop Operator as that of facilitator and coordinator of the WIOA-mandated AJCC partners.

The primary focus of the selected operator will be to work with SELACO WDB managers and staff, coordinating with all mandated partners the implementation of the SELACO-negotiated MOUs, including Resource Sharing Agreements. The operator will function as a liaison between the SELACO WDB and system AJCC partners, to:

1. Oversee facilities
2. Resolve disputes
3. Address grievances
4. Identify changes that may be needed to partner working agreements
5. Convene and facilitate quarterly partner meetings to ensure effective communication in the delivery of services. This includes:
  - Partner collaboration
  - Process improvement
  - Review and on-going evaluation of infrastructure budgets and cost sharing agreements
  - Implementing recommended changes as identified by the System Management Team (SMT), which will include one representative from each of the partners that have formerly committed resources to and agreed to cooperate with the SELACO WDB AJCC system.

SELACO's compliance department initially released the RFP on the day of its approval by the board. In addition to announcing the release on SELACO WDB's website, information about the RFP was published in the Press Telegram, a newspaper that reaches both the greater Los Angeles and Orange County regions. In publishing the announcement, SELACO WDB included a disclaimer that timelines or conditions of the RFP could be changed or modified and the SELACO WDB website would be utilized as

the means of notifying the public of any changes. This initial release resulted in no responses being received and, thus, a failed competition.

WDB staff revised the RFP and timeline and re-released it on March 13, 2017, with the intent of securing greater response. SELACO staff not only published the changes to the RFP on our website, but outreached to community based organizations, consultants, local partners and others via direct mail. The second release resulted in the receipt of a proposal from one eligible entity. Upon confirming compliance, the review committee submitted the proposal and statement of qualifications for the Executive Director's review and consideration. After review of the applicant's proposal and a face to face interview, the Executive Director found the applicant to possess a unique set of facilitation and collaboration skills necessary to ensure success in the role of One Stop Operator as defined by the SELACO WDB.

On May 25, 2017 the Executive Director presented a recommendation to the SELACO WDB, seeking approval to award the One Stop Operator contract to The PRAXIS group. The PRAXIS group is a commercial enterprise focusing on executive coaching, leadership development, team building and meeting facilitation. The founder and managing partner of the PRAXIS Group, Stacey Girdner, has years of experience exploring and improving the manner in which people work together in business environments. While PRAXIS is new to the workforce development system, the company is not new to facilitating and ensuring collaboration among individuals and organizations with competing priorities and needs. PRAXIS is committed to approaching this effort from the position that each AJCC partner has at least one area of unique expertise that, when shared, will strengthen the overall effectiveness of region's workforce system.

SELACO WDB has approved:

- A one-year contract: June 15, 2017 through July 15, 2018.
- A budget not to exceed \$60,000.00.
- The Scope of Work highlighted above.
- Seven months into implementation of the One-Stop Operator and SELACO staff, along with members of the System Management Team (SMT) will assess progress and make recommendations to amend the contract for continued services or release the RFP.

### **Career Services Provider(s)**

The Workforce Innovation and Opportunity Act (WIOA) permits local WDBs to function as the Adult and Dislocated Worker Career Services Provider with agreement of the Chief Elected Official (CEO) and the Governor. On February 24, 2017, SELACO WDB submitted to the California WDB a "Request for Approval to be AJCC Adult and Dislocated Worker Career Services Provider." Within this application, SELACO WDB provided a variety of information substantiating the organization's experience and capacity to serve as the career services provider and describing the benefits to

customers of the WDB's continuing to function in this capacity. In response to questions posed by the CWDB application, SELACO WDB provided the following information:

- For more than 30 years, SELACO WDB has administered employment and training programs for the local area, with a focus on quality jobs, demand sectors and career pathways. Programs and services are performance-driven and customer focused.
- A description of the qualitative benefits that SELACO WDB brings to the role of career services provider, including staff experience, relationships with local education and human services providers, entrenchment in the business community, and customer satisfaction.
- Data on performance outcomes over the last three years.
- Numerous testimonials from local stakeholders and customers.
- Required data and documentation, supporting assertions made in favor of its request.

On April 27, 2017, the CWDB Executive Committee approved SELACO WDB's application to fulfill the role of career services provider through July 1, 2019. The approval granted is considered conditional, as the CWDB has indicated that SELACO WDB must continue to ensure that appropriate firewalls are in place between staff providing services, those responsible for oversight and monitoring and the Board.