

**2023 Biennial Modification  
to the  
Program Year 2021- 2024 Local Plan  
South Bay  
Workforce Investment Board**



**A WORKFORCE  
DEVELOPMENT BOARD**



**America's JobCenter  
of California<sup>SM</sup>**

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I.	<b>INTRODUCTION</b>
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In accordance with the requirements of the Workforce Innovation and Opportunity Act (WIOA) of 2014 and guidance published by California Workforce Development Board and Employment Development Department, the South Bay Workforce Investment Board (SBWIB) has developed a four-year Local Plan covering program years (PYs) 2021-2024. Following approval by state officials representing the Governor, the plan became effective from July 1, 2021, through June 30, 2025. This update to the PY 21-24 Local Plan constitutes its WIOA-required biennial modification. Following the approval of this modification by state representatives, it will become the official, active version of the Plan beginning on July 1, 2023 and remaining in effect through June 30, 2025

### ***Plan Development***

On behalf of the board, SBWIB's management team and staff led the planning process for development of the original PY 21-24 Local Plan. Developing the plan involved an extensive process of reviewing and evaluating existing partnerships, services, and systems and identifying areas that can be strengthened. The SBWIB, system partners, businesses, and community stakeholders were engaged in the process of developing the original plan. A similar process was used to develop the 2023 biennial update. Completion of the both the original plan and its two-year modification each took approximately four months, after which they were made available for public review and comment.

### ***The Planning Process in Context***

In many ways, the process of developing the original PY 21-24 Local Plan was typical and mirrored processes that the local board has used for developing workforce plans over the last four decades. In other ways, it was like no previous planning process. While the development of past plans has certainly been influenced by new legislation, changes in the economy, social issues, and other factors, never before has the SBWIB developed a plan amid a global pandemic that altered everything. Despite factors such as an unprecedented 20% unemployment rate, the adversity and challenges brought about by COVID-19, in many ways, fueled ingenuity. Some of the adaptations and innovations that were implemented in 2020 and 2021 have been adopted as permanent strategies.

Development of the Biennial Modification to the PY 21-24 Local Plan took place within a significantly different context. Having moved to the endemic phase of COVID-19, businesses and communities have re-opened, enabling the re-establishment of many traditional approaches to serving job seekers and businesses. This 2023 update to the Local Plan highlights a wide range of service strategies, including hybrid models, that reflect current features of the local workforce development delivery system.

### ***Priorities and Vision for the Workforce System***

System partners and stakeholders were engaged in discussions about strengthening services and their "vision" for the local workforce system. Dozens of thoughtful, informed,

and innovative ideas were shared during these discussions. Several overarching themes emerged from input provided by those participating in community and stakeholder forums. These include the following recommendations for the local workforce development delivery system:

1. Expand the system's reach, making services available for all job seekers. These efforts should include co-branding and strategies to increase partner knowledge of available programs and services.
2. Continue to identify the skills businesses need most, recognizing that the economic landscape may significantly change and evolve over the period covered by this plan.
3. Develop new partnerships and expand existing ones with the objective of connecting to customer groups that are currently underserved.
4. Be intentional about the SBWIB's strategies to ensure equity, diversity, and inclusion and communicate the SBWIB's plans on these issues.
5. Anticipate post-COVID employment dynamics and how the AJCCs will deal with the influx of job seekers. Anticipate assistance to businesses and be prepared to subsidize their labor so they can survive the current downturn.
6. Develop strategies for a hybrid service delivery model, which marries online and virtual strategies to traditional in-person service delivery.
7. Expand online access to system offerings, such as an online events calendar and online registration.
8. Focus on strengthening participant and system staff's computer skills and digital literacy.

Progress has been made on various initiatives suggested by these broad themes. This includes, but is not limited to the following:

- SBWIB staff has increased the number of employers, education institutions, and community-based organizations, some of which receive grant funding from SBWIB, that are aware of and participating in pre-apprenticeships and apprenticeship programs.
- All pre-apprenticeship and apprenticeship marketing and communication materials are co-branded to show the multiple partners and stakeholders involved.
- SBWIB is collaborating with the Second District office of the Los Angeles County Board of Supervisors to outreach to underserved constituents through targeted high schools.

- SBWIB is also working with the Los Angeles County’s Second Supervisorial District office to connect pre-apprenticeship life science opportunities with inner city schools. SBWIB is targeting eight high schools have not traditionally seen these types of opportunities.
- SBWIB has developed secure digital mechanisms to enable participants and organizations to complete most of its pre-apprenticeship and apprenticeship paperwork online. This provides multiple ways to serve customers.
- SBWIB has created an internal IT work group in which staff works to identify needs, opportunities, and challenges both for the organization and for participants as society shifts to a more virtual world. This group provides strategic planning that will help ensure SBWIB remains at the forefront of innovation and virtual delivery of program services.

All of the foregoing priorities will continue to be addressed throughout the remaining period of the PY 2021-24 Local Plan.

As this Biennial Modification to the PY 21-24 Local Plan was being developed, SBWIB again invited partners, community members, and other system stakeholders to provide input on the workforce development system and areas where improvements can be implemented. Section V of this Plan summarizes input obtained during development of both the original PY 21-24 Plan and its biennial update, covering issues, strategies, approaches, and key considerations that the SBWIB and the system partners will examine over the course of this plan.

<b>II.</b>	<b>WIOA CORE AND REQUIRED PARTNER COORDINATION</b>
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The Workforce Innovation and Opportunity Act includes requirements for Local Boards to establish a framework for collaboration among state and local programs that are financially supported by nineteen distinct federal fund sources. Six of these programs constitute the four “core partners:” WIOA Title I Adult, Dislocated Worker, and Youth Programs; WIOA Title II Adult Education and Family Literacy Act Program; WIOA Title III Wagner-Peyser Act Program; and WIOA Title IV State Vocational Rehabilitation Services Program. The core partners, together with thirteen other federally supported programs, make up the WIOA-mandated one-stop partners. The SBWIB has entered into a memorandum of understanding (MOU) with the organizations managing each federal program at the local level. The narrative that follows describes coordination with WIOA core and other required program partners as prescribed by the Act.

<b>Coordination with AJCC Partners and WIOA Memoranda of Understanding</b>
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The SBWIB has long-standing relationships with the majority of state and local agencies that comprise the network of AJCC partners required by federal regulations. The four years covered by the Local Plan will afford additional opportunities to deepen coordination and alignment of partner services, some of which are described in the following narrative,

and others of which will develop as the South Bay workforce system partners continue to expand upon collaboration opportunities.

***Overview of Local One-Stop System Partners***

Below is a summary of the local/regional organizations representing the nineteen (19) federal one-stop partner programs with which the SBWIB has developed MOUs.

<b>Federal Partner Programs</b>	<b>MOU Partner</b>
WIOA Title I Adult WIOA Title I Dislocated Worker WIOA Title I Youth	South Bay Workforce Investment Board, through its network of America’s Job Centers of California (AJCCs)
WIOA Title II Adult Education and Literacy	New Opportunities Charter School Inglewood Unified School District Torrance Unified School District Redondo Beach Unified School District
WIOA Title III Wagner-Peyser	Employment Development Department (EDD)
WIOA Title IV Vocational Rehabilitation	California Department of Rehabilitation (DOR)
Carl Perkins Career, Technical Education	El Camino Community College District
Title V Senior Community Service Employment Program (SCSEP)	SER-Jobs for Progress International Pre-Diabetes Center, Inc. (IPDC)
Job Corps	Los Angeles Job Corps Center
Native American Programs (WIOA Section 166)	United American Indian Involvement, Inc.
Migrant and Seasonal Farmworkers (WIOA Section 167)	<i>Not Applicable for South Bay Local Workforce Development Area</i>
Jobs for Veterans State Grants	Employment Development Department
Youth Build	SBWIB Youth Build
Trade Adjustment Assistance	Employment Development Department
Community Services Block Grant	L.A. County Department of Public Social Services
Housing and Urban Development E&T	Inglewood Housing Authority
Unemployment Insurance (UI)	Employment Development Department
Second Chance	Friends Outside in L.A. County (FOLA)
Temporary Assistance for Needy Families (TANF)/CalWORKs	L.A. County Department of Public Social Services

### ***Memorandum of Understanding with System Partners***

The SBWIB has developed an MOU with each of the applicable federally funded system partners to establish guidelines for shared customers, services, costs, resources, operations, and equal access. The MOUs emphasize the State Board's three main policy objectives in accordance with the California Workforce Development Strategic Plan, which include:

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

The SBWIB also specifies goals for effective development of career pathway training solutions that are responsive to the skill needs of local and regional priority industries, including:

- Align education and training programs to assist job seekers to attain the skills and credentials necessary to secure and advance in high-wage employment.
- Expand work-based and earn and learn models, incorporating supportive services, through on-the-job training, pre-apprenticeship and apprenticeship programs.
- Foster accessibility and inclusion to promote access to high demand careers that offer income mobility.
- Implement quality business service strategies for priority industry employers that support the growth of the local and regional economy and drive development of local talent pipelines.
- Adopt data-driven evaluation and continuous improvement to inform an integrated service delivery system responsive to industry and job seeker needs.
- Engage in data driven planning to guide strategic planning and inform key decisions.
- Maximize efficiency through program integration driven by braided funds and public private partnerships.

### ***Coordination with AJCC Partner Programs***

The SBWIB and mandated partners acknowledge that the local workforce system will evolve over time to meet changing local dynamics and in response to changes in employer and customer needs. Following is a summary of SBWIB coordination with federally mandated one-stop partner programs.

WIOA Title I – Adult, Dislocated Worker and Youth Programs: The SBWIB directly administers the three formula-funded programs, providing basic career, individualized career, training, and follow-up services through four AJCCs; a comprehensive center in Inglewood and three affiliates, which are located in Gardena, Torrance and Carson. In addition, ProPath, Inc. is a contractor that provides career services to dislocated workers at the Carson and Torrance AJCCs.



WIOA Title II – Adult Education and Literacy: Adult Education programs are principally funded through the Adult Education and Family Literacy Act (AEFLA), Title II of WIOA, with regulatory oversight by the U.S. Departments of Labor and Education. Adult education programs are designed to increase adult basic education skills toward attaining secondary credentials and equivalency. For English language learners (ELLs), programs target language acquisition and improved reading, writing, speaking, and comprehension skills.

The SBWIB's adult education partner, New Opportunities Organization, provides an array of services through AJCC partner referrals, on-site at the Inglewood comprehensive AJCC and the Gardena affiliate center. Additional services include: outreach, intake and orientation; literacy, numeracy and English proficiency assessment; aptitude and skills assessment; supportive services; expungement for re-entry customers; citizenship classes; integrated education and training programs for ELL customers; and referrals to and coordination of activities with the one-stop delivery system and other workforce development programs.

Additionally, SBWIB collaborates with several of local K-12 partners' Adult Education Programs including Inglewood Unified School District, Centinela Valley Union High School District, Torrance Unified School District, Southern California Regional Occupational Center, and Redondo Beach Unified School District to offer their ELL customers SBWIB's workforce development services.

WIOA Title III – Wagner-Peyser: Wagner-Peyser and WIOA programs are coordinated through the SBWIB's Comprehensive AJCC with staff from both systems fully integrated around key functions. Even with service integration, Wagner-Peyser representatives maintain responsibility for specific services, such as RESEA workshops, coordination of TAA activities, and operation of EDD's Youth Employment Opportunity Program. EDD is represented by staff at the Inglewood AJCC and will provide basic and individualized career services to adults and dislocated workers. Services include outreach, intake and orientation; skills, abilities, and support service needs assessment; job search placement assistance and career counseling; labor market information; referrals to supportive services; provision of information on filing unemployment insurance; and referrals to and coordination of activities with the one-stop delivery system and other workforce development programs.

WIOA Title IV – Vocational Rehabilitation: The Department of Rehabilitation (DOR) has staff co-located at the Gardena AJCC and rotates staff support to the Inglewood, Carson, and Torrance AJCCs. Co-location fosters improved communication and coordination of services. DOR utilizes coordination with the AJCCs to assist clients in navigating the larger workforce system. DOR also provides professional development to SBWIB staff and assistance with acquisition of assistive technology.

Carl Perkins Career Technical Education: Coordination with Carl Perkins-funded career and technical education (CTE) programs is facilitated by El Camino College through services offered to adults at their facilities. The Perkins Act funds numerous skills training

programs aligned with local and regional priority sectors. Coordination is achieved through a system of referrals of job seekers/students between the AJCCs and the college CTE staff. The SBWIB, along with other workforce boards and community colleges in Los Angeles County, maintain multiple collaborative initiatives aligned through industry engagement, sector strategies, and career pathway programs, including apprenticeship and pre-apprenticeship programs. SBWIB has staff co-located at El Camino College.

Title V Older Americans Act: Special employment services are available to seniors through the SBWIB AJCCs and Senior Community Service Employment Program services provided by SER-Jobs for Progress and IPDC. This work-based training program provides subsidized, service-based training for low-income persons 55 and older who are unemployed and face barriers to employment.

Job Corps: The Los Angeles Job Corps Center provides basic skills education, and vocational and pre-apprenticeship training through AJCC referrals for low-income youth between 16 and 24 years of age.

Native American Programs (WIOA Section 166): United American Indian Involvement offers off-site services for unemployed, underemployed, or economically disadvantaged Native Americans through referrals from AJCC partners.

Migrant Seasonal Farmworker Program (WIOA Section 167): As acknowledged by the California State Workforce Development Board, there is no local provider of WIOA Section 167 services in the South Bay local workforce development area.

Veterans: Coordination with the Jobs for Veterans State Grant programs occurs through co-located EDD staff at the Inglewood AJCC. Through initiatives such as the Military Veteran to Civilian Career Pathway Program and the Construction and Utilities Pathway Program, affiliated Veteran Construction Career Pathway Program staff provide career services, industry-based training, and employment programs to those who have served in the military and are in need of civilian employment and transition support into high growth, well-paid careers.

SBWIB's One-Stop AJCC staff is co-located two days a week at the Los Angeles Air Force Base (LAAFB) in El Segundo under an MOU to serve transitioning military personnel. AJCC staff provides career pathway counseling, resume assistance, job referrals, and placement services and coordinate a quarterly job fair on LAAFB campus with Northrop Grumman, Raytheon, SpaceX, and many other aerospace and advanced manufacturing companies

YouthBuild: The SBWIB administers the local YouthBuild program serving youth and young adults aged 16 to 24 years. The program focuses on construction career pathways, job readiness, leadership, and earn and learn training opportunities. Services also support high school diploma attainment and college readiness training.

Trade Adjustment Assistance Act: TAA is a federal program that provides aid to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports. The TAA program is represented by EDD staff co-located at the Inglewood AJCC. The program offers a variety of benefits and reemployment services to help unemployed workers prepare for and obtain suitable employment. Workers may be eligible for training, job search and other reemployment services. Coordination with TAA generally includes co-enrollment into WIOA, which provides multiple benefits, including TAA funds being used to cover all training costs.

Community Services Block Grant (CSBG): CSBG services are offered off-site through referrals utilizing the on-line Los Angeles CSBG Agency Resource Guide administered by the L.A. County Department of Public Social Services. The Resource Guide provides referral information and contacts for a variety of programs and services under the following categories: child and family development, emergency, employment and employment support, senior and disabled adult, legal, and domestic violence.

Housing and Urban Development Employment and Training Program: The Inglewood Housing Authority provides application assistance for subsidized housing programs, as well as, offering workforce development and partner service information. The agency refers its customers to the AJCCs for employment assistance.

Unemployment Compensation: EDD's Unemployment Insurance program services are available to eligible individuals by phone or online. EDD representatives and other staff at the AJCCs provide support to center customers in connecting to these services.

Second Chance: Coordination with Second Chance Act services occurs through Friends Outside Los Angeles (FOLA), which has staff on-site at the Inglewood AJCC offering basic and individualized services to customers with criminal convictions. The target population is also served through various state grants, including the California Workforce Development Board's Prison to Employment (P2E) grant program.

Temporary Assistance for Needy Families (TANF)/CalWORKs: Coordination and cross-referrals are made between the AJCCs and the various TANF-supported programs administered by the L.A. County Department of Public Social Services (DPSS) . Both systems are adept at assessing clients to determine whether CalWORKs, WIOA, or other workforce system services are needed. Many CalWORKs recipients may be co-enrolled in WIOA and partner programs. *Section III.A* describes coordination specific to the CalFresh Employment and Training Program.

<b>Partners' Efforts to Collaborate on Co-Enrollment and Case Management</b>
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WIOA emphasizes coordination among partner programs, including the use of resources from two or more programs to address the needs of individuals enrolled in WIOA and other publicly funded programs. To access a broad range of resources, individuals eligible across various funding streams may be co-enrolled in multiple programs. The SBWIB and system partners understand the value of strategic co-enrollment of workforce system

customers in more than one program when distinct resources are required to address the full range of services and support needed by a job seeker to meet his/her goals.

### ***Co-Enrollment Initiatives and Strategies***

The SBWIB has implemented several initiatives and strategies to support strategic co-enrollment of job seekers with core, one-stop, and broader system partners. Provision of referrals to and coordination of activities with other programs and services involving those within the one-stop delivery system and when appropriate, other workforce development programs, include:

System Coordination via the One-Stop Operator Function: The AJCC/One-Stop Operator is responsible for on-going training, supporting communication within and among sites, delivering staff training across all agencies, and promoting consistent, coordinated, and quality service. In its Operator role, ProPath, Inc. regularly convenes AJCC and system partners. The meetings, along with day-to-day communications, provide a platform for discussing shared customers, co-enrollment, and coordinated case management.

Coordination of Referrals: Through the Los Angeles Basin Regional Planning Unit (LABRPU), the SBWIB participated in a Regional Co-Enrollment Workgroup representing all seven workforce boards in Los Angeles County. The workgroup developed policies and best practices, created a common application form and outlined co-case management expectations to strengthen outcomes for co-enrolled participants. These strategies have been utilized for regional projects, such as those funded under state Prison to Employment (P2E) grants.

Clearly Defined Responsibilities: Each partner is responsible for making appropriate referrals, providing sufficient documentation for participant files, and tracking referrals.

Cross-Training: The SBWIB and the local workforce system's commitment to cross-training helps support common case management and promote opportunities for strategic co-enrollments. Cross-training occurs through regular convenings and scheduled training sessions.

SBWIB/Re-Entry Co-enrollment Strategy: FOLA and Inglewood comprehensive AJCC staff co-facilitate regular information sessions in which clients are assessed and appropriate service referrals are considered based on job seekers' supervision status (parole vs. probation), risk factors, and client-requested services. These factors play a part in determining which grant or multiple grants are suitable for co-enrollment.

### ***Shared Case Management***

The SBWIB regularly applies for special project grants in which AJCC partners are identified to serve common customers (re-entry, veterans, disabled). The SBWIB also routinely coordinates service plans and case management activities between special grants and formula grants. As appropriate, the SBWIB also designs new systems as in

the case of the Foster Youth Bridge to Work Program, which the SBWIB administers through a contract with the L.A. County Department of Children and Family Services (DCFS). The SBWIB created and branded a co-case management system where DCFS case workers collaborate with AJCC case managers, and often with parents/guardians/or independent living providers to generate and monitor case plans to facilitate transition out of the foster care system into adulthood.

<b>One-Stop System's Use of Technology and Other Remote Strategies</b>
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The SBWIB's service area includes urban and suburban development and contains some areas with limited or no internet access. The system's four AJCCs, two teen centers, and YouthBuild facility are all strategically located for easy in-person access and are equipped with high-speed, broadband internet access.

For eligible participants, the SBWIB may provide laptops and hotspots by way of supportive services through its four AJCCs to support access to services, as well as training and telework.

SBWIB and partners lead virtual town hall information sessions to inform the community about services to vulnerable populations including individuals with disabilities, foster youth, homeless and housing insecure individuals, and others. Other examples of the SBWIB's strategies that involve or promote online access include:

South Bay FIBER Network (SBFN): The SBWIB upgraded all AJCC facilities with state-of-the-art, high-speed broadband internet. This effort was part of a multi-pronged strategy to bridge the digital divide, support job creation, stimulate economic development, support business retention and invest in layoff aversion. The South Bay FIBER Network (SBFN) is a broadband internet Fiber ring that connects cities in the region to the network. The project was initiated with seed funding provided by the SBWIB to commission a fiber-optic study to assess the broadband capacity in the region. Findings led to a partnership between the SBWIB, the South Bay Cities Council of Governments, cities in the South Bay, the County Board of Supervisors, and other partners and stakeholders to envision and build new digital infrastructure to supply the region with high-speed, low-cost internet access.

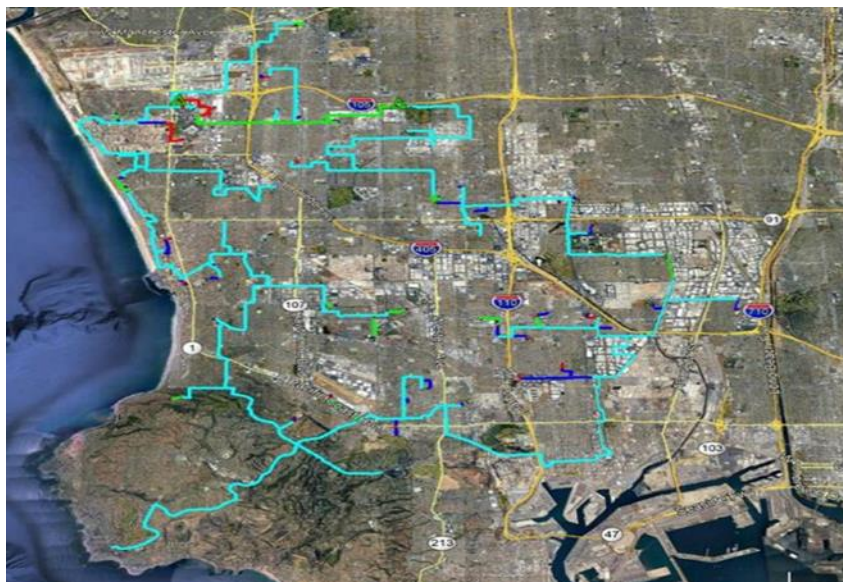


Figure 1. South Bay FIBER Network

Virtual Learning Ambassador Program (VLA): Initially developed in response to the pandemic, SBWIB developed the VLA program to support elementary, middle, and high school students, teachers, and parents to transition to and navigate virtual platforms that became essential for participation in educational activities. The program has become a mechanism to provide tutoring and serves as a pathway to teacher training programs.

### **Coordination of Workforce Activities and Support Services**

For many WIOA participants, engagement in training, career exploration, job search, and other program activities would not be possible without financial and other forms of support. By definition, support services are resources that enable participation in workforce development services. The SBWIB and partners delivering services through the AJCCs make every effort to ensure that the individual needs of each participant are identified and that appropriate resources are made accessible to address these needs.

#### ***Determining Participants' Needs for Support Services***

Local supportive services policies and MOUs with local partners provide a framework for support services provision and coordination between partners. Determination of supportive services needs occurs on a case-by-case basis starting with an initial needs assessment and with consideration of multiple factors including an individual's employment and career goals, the training and career development activities a participant desires, and barriers to participation. Staff assesses needs at different phases of participation to ensure that unique needs are addressed as they arise. The need for support services and a plan for their delivery are outlined in an individual employment plan.

***Leveraging and Deploying Support Services***

WIOA participants have access to a wide range of supportive services. Where possible services are leveraged across partners and funding streams to maximize the system's strengths and resources and to eliminate duplication of services. Support services can be funded from several sources including WIOA Adult, Dislocated Workers, and Youth Programs, the TAA program, DOR, Temporary Assistance for Needy Families, L.A. County Transitional Subsidized Employment Program, Bridge to Work Program (foster youth, juvenile offenders, homeless and runaway youth and gang-involved youth), General Relief Opportunities for Work (GROW) Program, and the Youth@ Work Program. Special funding provides additional resources for specific populations and programs, such as pre-apprenticeship, apprenticeship, and re-entry grants, including Prison to Employment (P2E).

Supportive services available through the SBWIB and local partners include, but are not limited to, transportation, childcare, healthcare, uniforms, tools, assistive technology and materials for individuals with disabilities, temporary shelter, counseling, and emergency payment of essential bills to secure or maintain employment counseling.

**Physical and Programmatic Accessibility for Individuals with Disabilities**

The SBWIB complies with WIOA Section 188, Title 29 CFR Part 38, the American with Disabilities Act of 1990, the Rehabilitation Act of 1973, and other applicable codes and regulations. The SBWIB annually monitors compliance of its local AJCCs and subrecipients to address any technical issues and or training needs of staff and partners. Also, on a biennial schedule, the SBWIB conducts a local area self-assessment of its one-stop facilities to ensure access to program services and physical requirements are met. Using state guidelines and the compliance monitoring checklists helps aid in these reviews. The checklists include, but are not limited to, the following: designated Equal Employment Opportunity (EEO) Officer; Americans with Disabilities Act and Section 504 Coordinator; Limited English Proficiency (LEP) Coordinator; collateral information and materials used in the AJCC locations for EEO, equal opportunity employer/program, non-discrimination, and reasonable accommodation.

The AJCC partners are committed to ensuring that their 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. The SBWIB promotes equal opportunity, including applying nondiscrimination prohibitions; providing reasonable accommodations and reasonable modifications; administering programs in the most integrated setting appropriate; engaging in effective communication; and ensuring accessibility of programs, facilities, information, communication, and assistive technology. Marketing and recruitment materials describe services available to individuals representing the full range of physical, mental, cognitive, and sensory disabilities.

### ***Technology Resources for Persons with Disabilities***

Technology accessibility refers to the utilization of available technologies to enable and enhance the opportunities of individuals with disabilities to fully participate in programs and services. The AJCCs offer a variety of assistive technology and auxiliary resources for individuals with disabilities. DOR, which is co-located at the Gardena AJCC, is consulted when technology is needed and is instrumental in providing guidance and training to SBWIB and AJCC staff.

Assistive technology and related services include, but are not limited to the following:

- Qualified interpreters on-site or through video remote interpreting (VRI) services;
- Real-time computer-aided transcription services;
- Open and closed captioning, including real-time captioning;
- Voice, text, and video-based telecommunication products and systems, including text telephones (TTY), videophones, and captioned telephones, or equally effective telecommunication devices.

For individuals who are blind or visually-impaired, effective communication is facilitated through the use of the auxiliary aids and devices, including but are not limited to:

- Screen reader software
- Qualified readers
- Audio recordings
- Braille materials and displays
- Optical readers
- Large print materials

Some of the above services are made available upon request.

### ***Information and Training for Staff and System Partners***

Staff training and support for serving individuals with disabilities is provided and made available to everyone working at the AJCC, in compliance with state Directives. Cross-training is co-facilitated by DOR and AJCC representatives to promote relationship-building between various partner agencies. Training covers topics including:

- Universal access to services and activities;
- Nondiscrimination/equal opportunity, including confidentiality, privacy, and disclosure of disability;
- Effective outreach to the disability community;
- Job search techniques, job development, employer negotiation, and job support;
- Individualized employment services strategies; and
- Manuals, guidelines, resource directories, and other materials used by staff to facilitate their access to resources for customers with disabilities.



The SBWIB is also working in partnership with DOR to develop a Disability Access Services certificate program for staff working directly with participants. This training will focus on ensuring that staff receive the tools necessary to fully support participants with disabilities and be able to identify strategies for working with individuals that may have hidden disabilities. The training is part of a regional effort that will be offered to AJCC staff providing services throughout L.A. County.

### **III. STATE STRATEGIC PARTNER COORDINATION**

In 2018, the State completed and published a biennial modification to California's Unified Strategic Workforce Development Plan for Program Years 2016-19. Within this modification, the California Workforce Development Board has identified several new strategic partnerships with state-level agencies and initiatives. Guidance issued by the State Board in 2018 to Local Boards regarding two-year modifications to their PY 17-20 Plans required that WDBs pursue these partnerships within their jurisdictions. In our 2019 modification to the Local Plan, the SBWIB described these local level relationships, some of which were in an early stage of development. Following is a summary of the evolution of these strategic partnerships as well as approaches under consideration to further strengthen collaboration with local providers and programs.

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

The Los Angeles County Department of Public Social Services (DPSS) operates CalWORKS and other public welfare programs, including Medi-Cal, Welfare to Work, General Assistance, and CalFresh. As an AJCC partner, DPSS is part of the local workforce development system's service delivery network. CalFresh participants consist of individuals with many distinct needs and, as such, they are served by all types of education, social services, and support organizations in the county, including SBWIB AJCCs.

In response to priorities established by the L.A. County Board of Supervisors, the SBWIB was engaged with DPSS and other organizations to identify opportunities to expand WIOA collaboration with the CalFresh E&T program. Shortly before the onset of the COVID-19 pandemic, the SBWIB, along with the majority of the other workforce boards in the region met with representatives of L.A. County CalFresh E&T Program to refine processes for AJCC referrals and co-enrollments. Despite stalls that resulted from the pandemic, CalFresh E&T operations are resuming. SBWIB staff and representatives of the Southeast Los Angeles County Workforce Development Board (SELACO WDB) have scheduled discussions with Los Angeles County DPSS staff who manage the CalFresh E&T services. The goal of these discussions is to finalize an MOU and formalize a referral process between the WIOA and CalFresh E&T programs.

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

The state-level partnership between the California Workforce Development Board and the California Department of Child Support Services (CSSD) created opportunities for dialog between the SBWIB and the local child support agency and resulted in an agreement to enter into an MOU establishing a local partnership to improve service delivery for targeted non-custodial parents (NCPs). The planned MOU between the SBWIB and Child Support Services was intended to outline the roles and responsibilities of the parties along with confidentiality requirements. Incorporated into the agreement will be provisions for referrals of NCPs from Child Support Services to the AJCC and from the AJCC to Child Support Services, a consent and release form pertaining to sharing specific types of information between the two agencies, and mechanisms for AJCCs to report workforce program activities and employment outcomes to Child Support Services.

Upon execution of an MOU, the Child Support system will be connected to the entire South Bay workforce system, including WIOA-mandated partners and a host of local government programs, community agencies, and faith-based organizations that are stakeholders in and contributors to workforce service delivery. AJCC staff will function as the principal case managers for NCPs enrolled in workforce programs. Given the diversity of the NCP population and spectrum of support needs that are likely to exist, AJCC staff will work individually with NCPs to determine supportive service needs and connect them with appropriate AJCC system partners and other local organizations to address their specific needs. AJCC case managers will promote co-enrollments to training and service partners to access and leverage additional support resources. Key to making the new partnership work will be CDCSS re-branding and stakeholders promoting messages to NCPs that are benefits-focused and clearly demonstrates that workforce services offer a path to in-demand jobs, careers, and good wages, as opposed to leading with enforcement tools that can discourage program participation.

As with Los Angeles County Department of Public Social Services CalFresh Employment and Training programs, the SBWIB and the majority of the other L.A. County Workforce Boards met with representatives of the L.A. County Department of Child Support Services (DCSS) prior to the COVID-19 pandemic to move forward with developing planned MOUs. With the onset of the pandemic, that work was placed on hold. SBWIB staff and representatives SELACO WDB have scheduled discussions with County DCSS staff. The goal of these discussions is to finalize an MOU and formalize a referral process between the WIOA and DCSS.

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

During the 2017-2021 Local Plan modification process, the SBWIB and local workforce system partners developed a clear understanding of the goals set at the state level by DOR, the Department of Developmental Services (DDS) and the State Department of Education (DOE) in connection with their agreement to increase competitive integrated

employment (CIE) opportunities for individuals with intellectual or developmental disabilities (ID/DD).

In September 2018, the SBWIB convened stakeholders from the disability services community and other interested parties in a forum focused on use of competitive integrated employment (CIE). Among those invited were representatives of the local agencies that represent the state CIE partners: the DOR District Office; the Harbor Regional Center; and local education agencies' special education programs. In the period following the local plan modification, the SBWIB continued to work with the DOR Regional Director to learn how DOR, in coordination with its CIE Blueprint partners, would provide CIE technical assistance to the local boards, partners, and employers and to understand how DOR and State Board executive staff would make available resources for disability expertise and cross-training of frontline staff in the AJCCs.

Prior to the COVID-19 pandemic, the SBWIB and DOR's Regional Director met to collaborate on their CIE Plan. Opportunities for collaboration and alignment were discussed, including a proposed plan to fund, at minimum, 100 DOR participants through an agreement that would replicate the successful subsidized work experience I-CARE program that the SBWIB developed at the Los Angeles International Airport that had placed 70 individuals from the Greater Avenues for Independence (GAIN), General Relief Opportunities for Work (GROW), and Foster Care programs.

A Local Partnership Agreement (LPA) for the South Bay region of Los Angeles County was executed in February 2022. SBWIB and its AJCCs are listed among the "community partners" of the LPA. SBWIB will support LPA partners and the CIE initiative by serving targeted individuals under WIOA formula and specialized grant programs, such as the I-CARE program, which provides integrated employment opportunities.

<b>Coordination with Community-Based Organizations and Other Local Partners That Serve Individuals Who are English Language Learners, Foreign Born, and/or Refugees</b>
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English language learners (ELLs), foreign-born individuals, refugees and immigrants account for a substantial share of the South Bay area's population. The target population is diverse, ranging from those who completed college in their home countries, to immigrants with low literacy in their native languages. In general, limited resources necessitate that the target population participate in multiple activities and services. The workforce system partners and allied stakeholders all recognize the importance of balancing the immediate income needs of the target group with their need to build language and technical skills that will qualify them for well-paid jobs. As such, many in this groups participate in concurrent work and education activities.

Workforce system stakeholders assist ELL customers in formulating long-range career plans, which may include multi-year, multi-step processes to gain work experience and develop technical skills. The more flexible and diverse services are, the greater the prospect that participants will remain engaged or re-engage over the long-term. The

flexible provision of training and services offered during the evening, on weekends, and at remote locations all contribute to customers increasingly taking advantage of services over time.

In addition to utilizing a portion of the SBWIB's WIOA Title I allocation for various supports, AJCC staff, including those who are bilingual, work closely with partners to secure support services for customers. The SBWIB has partnered with local community colleges and adult schools to enroll participants in ESL courses and also offers onsite ESL courses at the Inglewood and Gardena AJCCs. The SBWIB plans to identify community-based organizations with which to partner to increase system capacity to effectively serve ELL participants.

SBWIB's "Blueprint for Workplace Success" work readiness training is offered in Spanish for ELL participants. Additionally, a Spanish version has been developed for course instructors to build the system's capacity to deliver the course in a classroom format.

<b>IV. WIOA TITLE I COORDINATION</b>
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The following narrative addresses services, activities, and administrative requirements of the SBWIB under WIOA Title I formula programs, along with strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs.

<b>Staff Training and Professional Development to Increase Digital Technology Skills</b>
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The disruption to workforce system operations at every level in the early phase of the COVID-19 pandemic demanded an agile transition to a nearly complete adoption of remote and virtual platforms and processes for all aspects of the system. The SBWIB's staff and partners effectively made those transitions. The SBWIB routinely provides training to employees on an as needed basis by offering one-on-one IT assistance, including tutorials from Adobe and IBM/Kenexa. Additionally, the Special Projects and Marketing Department provides training to staff regarding new programs and participant training that becomes available.

The SBWIB has also invested in building system users' capacity to function in the virtual and distanced learning context and to ensure equitable access to the tools necessary to function during the COVID-19 pandemic and today's hybrid workplace. The Virtual Learning Ambassador project, described earlier, is one such example.

As mentioned, SBWIB has created an internal IT work group that is working to identify needs, opportunities, and challenges associated with a transition and greater use of virtual services in every aspect of work and life.

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

In 2018, prior to the COVID-19 crisis, SBWIB staff held diversity and sensitivity training. As service methods and priorities have shifted and the system experiences staff turnover, on-going and refresher training is provided.

The SBWIB’s Human Resources Department has contracted with Guardian HR, which offers an online training platform, to provide a slate of training that includes cultural competencies and an understanding of the experiences of trauma-exposed populations. Training is available on an on-going basis and can be held virtually, in-person, and be self-directed.

Frontline staff will receive on-going capacity building training from Los Angeles County Department of Public Social Services (DPSS) CalWORKS and GAIN Divisions and Los Angeles County Development Authority with respect to serving common clients. Additionally, starting in 2018, Los Angeles County Department of Workforce Development, Aging, and Community Services (now the Department of Economic Opportunity) began training twenty-five AJCC staff members to become Offender Workforce Development Specialists (OWDS). The nationally recognized, 160-hour training prepares AJCCs to serve former offenders and tailor workforce service strategies to meet their unique needs. The OWDS training is part of the County’s overall strategy to connect the reentry population to employment services and careers. The training is led by staff from L.A. County Department of Economic Opportunity and the Probation Department, who have been certified as OWDS master trainers. The OWDS program was created by the National Institute of Corrections, based on best practices identified from throughout the Country. Training includes use of trauma-informed approaches.

Since the implementation of the PY 21-24 Local Plan, SBWIB staff have participated in a training session on “Cultivating a Culture of Belonging and Anti-Harassment.”

**Coordination of Rapid Response and Layoff Aversion Activities**

The SBWIB’s Rapid Response program has assisted thousands of workers displaced from hundreds of companies for over three decades. Rapid Response activities triggered by a WARN notification from the state are managed by the SBWIB’s Rapid Response Coordinator. The Coordinator initiates contact with businesses to determine the services needed and assembles a team to present information to the affected employees with the goal of easing the impact of the layoff and minimizing the duration of unemployment. The team may include representatives from the AJCC, state EDD, Department of Labor, Office of Immigrant Affairs, Covered California, and other local partners. In cases where a business has locations in multiple areas within a region or impacts a neighboring local area, WDBs from impacted areas collaborate to implement a regional strategy.

Services available to impacted workers include information on filing unemployment insurance benefit claims, workshops, career counseling, job search and placement assistance, financial planning, health care options, managing retirement accounts, specialized veteran services, and rapid reemployment services.

While the SBWIB's Rapid Response system is highly effective, preventing business closures and layoffs are priorities. SBWIB engages with multiple partners such as the Los Angeles County Economic Development Corporation (LAEDC), GO Biz - The California Governor's Office of Business and Economic Development, Southern California Edison, local chambers of commerce, and municipal economic development directors to conduct business assessments and business retention plans for companies that are identified as at risk, experiencing or anticipating financial challenges, or that are considering relocation.

Layoff Aversion activities include customized and incumbent worker training to increase the skill levels of employees which encourages promotion and creates a competent talent pipeline. Companies are also presented with reimbursement programs, tax incentives, small business development, and all other resources under the team's umbrella. The Layoff Aversion effort increases economic productivity, retains businesses, and decreases the negative impacts of unemployment in the local area.

#### **Services and Activities Available under WIOA Title I Adult and Dislocated Worker Programs**

The SBWIB adult and dislocated worker programs include WIOA formula-funded programs, along with a wide variety of other programs and services operated by a range of funding streams and by many partners, including those operating core programs.

The local system's WIOA adult and dislocated worker programs and services are employment-focused and targeted to priority industries with demonstrated demand for talent. System strengths include, but are not limited to:

- A focus on and investment in key sectors of the economy including construction, healthcare, utilities, manufacturing, aerospace and bioscience;
- Strong local partnerships across which resources are leveraged to increase efficiencies and through which collaboration enables more effective service delivery;
- Regular strategic convenings of all system partners through monthly and quarterly meetings;
- Service integration across various fund sources and programs, which features cross-trained staff, strategic integrated teams, and effective communication strategies; and
- Innovative sector-based, earn and learn career pathway models.

#### ***Approach to Adult and Dislocated Worker Service Delivery***

There are four AJCCs within the SBWIB career center network: Inglewood, Carson, Gardena, and Torrance. Locally, the centers are co-branded as "South Bay One-Stop

Business & Career Centers.” The centers serve as the primary sites through which WIOA Adult and Dislocated Worker programs are offered and where core partners and other system stakeholders participate in the delivery of services. Upon entry, individuals are provided with an overview of available services followed by basic skills assessments and surveys to identify employment status, educational attainment, barriers to employment, service needs and WIOA eligibility. This, in turn, informs service level access.

### ***Career Services***

Basic career services must be made available to all individuals seeking services offered through the one-stop delivery system and do not require enrollment into WIOA programs. Basic career services include:

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

Individualized career services are made available when they are necessary for an eligible individual to secure or retain employment. AJCC staff rely primarily on assessments to determine the need for and appropriateness of individualized career services. These services include:

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

Recognized as one of the most entrepreneurial boards in the state, SBWIB and partners also operate a number of programs tailored to meet the needs of individuals with barriers. Examples of programs include, but are not limited to:

Veteran's Employment-Related Assistance Program (VEAP): A State-funded Employment Development Department WIOA program assisting eligible veterans to find civilian jobs in local priority sectors.

Greater Avenues for Independence Program (GAIN): Funded by the Los Angeles County Department of Public Social Services, the GAIN program is designed to provide CalWORKS participants a path to self-sufficiency and independence through employment-related services. Services consist of job search, job retention, and support in transitioning to higher paying jobs. CalWORKS homeless participants receive additional employment services in partnership with L.A. County.

Transitional Subsidized Employment Program (TSE): The TSE Program is a subset of the L.A. County DPSS GAIN Program and targets participants who remain unemployed with barriers to employment. Participants receive fully supervised Paid Work Experience (PWE) and On-the-Job Training (OJT) with a goal of enabling them to secure unsubsidized employment upon completion of their workplace assignments. In addition to CalWORKS participants, the TSE program also serves GROW Transitional Aged Youth (TAY), Non-CalWORKS Refugees, Department of Children & Family Services (DCFS) Foster Care Older and Younger youth, and Department of Probation Older and Younger youth.

Re-Entry Programs: SBWIB Reentry programs' staff meet regularly with community-based partners and representatives of the criminal justice system to create intervention and prevention programs to reduce the likelihood of individuals becoming involved in the criminal justice system. The SBWIB convenes key stakeholders and employers to take a collaborative and multi-layered approach to meeting their needs. This approach includes police departments, the Sheriff's Department, school districts, the District Attorney's office, County Office of Education, school police, the Probation Department, and community-based organizations. The SBWIB proactively identifies the special needs and barriers this population faces as they seek to advance their education and obtain employment and provides resources to meet those needs.

Aligned with and complementing existing re-entry programs, the SBWIB was selected to lead the Los Angeles Basin Region Prison to Employment (P2E) initiative which provides resources for direct services, supportive services, and employment opportunities to the formerly incarcerated and justice-involved individuals reentering the workforce. The seven participating workforce development boards designated "reentry hubs" across fifteen AJCC locations in the region. These hubs host collaborative partnerships between vocational training, pre-apprenticeship, and transitional subsidized employment (TSE) programs to ensure career pathways and positive alternatives are available for this population.



### ***Training Services***

The SBWIB makes available a wide variety of training to help participants prepare for jobs and careers in key sectors. For over twenty-five years, the SBWIB has maintained the Intrastate Training Resource and Information Network (I-TRAIN) as a way for customers to maximize choice and access services in a more convenient and user-friendly way while alleviating administrative burdens that can impede rapid access to quality training opportunities. I-TRAIN has evolved with technological innovation. The COVID-19 pandemic led a large majority of the SBWIB's training network to transition to virtual training formats. I-TRAIN facilitated the AJCC system's adaptation, enabling a seamless transition for SBWIB customers and case managers to connect in a safe and effective way. New features include:

- More user-friendly search functions;
- Cost and program comparisons and consumer report cards to inform consumer choice;
- Live maps of training locations;
- Video tutorials;
- More effective ways for applicants to get questions answered; and
- Fillable PDF forms that can be submitted electronically.

Training modalities include:

Off-the-Shelf Training Using Individual Training Accounts: During an initial assessment, AJCC staff provides participants with an orientation to all WIOA services, including occupational skills training available through providers and programs listed on the Eligible Training Providers List (ETPL). In consultation with AJCC staff, individuals receive information regarding approved programs, program quality, and training provider performance information. Participants conduct school visits to obtain more information such as class start dates, course curriculum, and other information about programs. The SBWIB targets programs that lead to industry recognized credentials and are in-demand occupations in the SBWIB's targeted industry sectors. Programs/courses are purchased through individual training accounts (ITAs) established for the participant.

On-the-Job-Training (OJT) is a work-based learning model that provides training in an employment setting. Based on size, businesses may be reimbursed in range of 75 percent of the participant's wages to cover training costs. Job-specific training plans are developed to provide structure and specify skills development outcomes.

Incumbent Worker Training: To support incumbent worker training, the SBWIB operates a California State Employment Training Panel (ETP) Multiple Employer Contract (MEC). This state funding provides a valuable resource for area employers to upskill their workforce and ensure their employees remain at the top of their skill levels. The SBWIB MEC targets the manufacturing and healthcare industries along with small businesses. This program is a key component of the SBWIB's layoff aversion activities.

In addition, SBWIB routinely identifies, applies for, and leads innovative sector-based training programs. Examples include:

Construction and Utilities Pathways Program (CUPP): The goal of CUPP is to supply qualified candidates to the local construction industry. Over time, it has established itself as a dependable pipeline of skilled labor for key local development projects and a pathway to high paying careers for local residents. Case management, “Blueprint for Workplace Success” workshops and assessments, supportive services, and training prepare participants to become work-ready, at which point, they can be identified by union representatives, job coordinators, partnering contractors, developers and owner/agencies for placement on major construction projects in the local area and region.

Security Entertainment Retail Vocational Program (SERV): Based at the Inglewood AJCC, the SERV program supplies a pipeline of qualified candidates to the local and regional entertainment industry by providing support services, and access to training and employment in the service industry with a focus on providing talent for the thousands of workers needed for on-going entertainment events in the area’s anchor venues, most notably SoFi Stadium and its contractors. Training utilizes the SBWIB’s Blueprint for Workplace Success curriculum, with a newly incorporated customer service curriculum designed to assist job seekers in acquiring essential work readiness skills.

AERO-Flex Apprenticeship and Pre-Apprenticeship: The U.S Department of Labor (DOL) awarded a \$12 million scaling apprenticeship grant to the SBWIB and West LA College. The initiative, Growing Advanced Manufacturing Apprentices Across America (GAMAAA) plans to enroll and prepare 5,000 apprentices and pre-apprentices throughout California and the nation for aerospace, advanced manufacturing, bioscience, and IT careers. The non-traditional, employer-centric, earn and learn model allows participating employers to “flex” curriculum to their specific needs. The program includes and has registered multiple DOL and California Department of Apprenticeship Standards (DAS)-approved apprenticeships and pre-apprenticeships, including the nation’s first aerospace engineering apprenticeship.

A core component of the AERO-Flex pre-apprenticeship career pathway model is the work readiness and retention Blueprint for Workplace Success program offered in English and Spanish and, now, offered virtually. Participating students receive an industry recognized stackable credential and opportunity to advance to employment, complete college, and/or enter into a registered apprenticeship. In response to the COVID-19 pandemic, the AERO-Flex pre-apprenticeship has gone entirely virtual.

Bio-Flex Apprenticeship and Pre-Apprenticeship: Based on the AERO-Flex model, the Bio-Flex registered apprenticeship and pre-apprenticeship programs incorporate the same work readiness and on the job training career pathway components to develop the region’s workforce pipeline into the biosciences industry. It is also now offered virtually.

***Priority of Service***

The SBWIB maintains a policy for priority of service which is aligned with Adult WIOA Program Priority of Service mandates expressed by state guidance (WSD 15-14). Additionally, local area MOUs acknowledge these priority of service requirements and include provisions concerning the commitment by each partner to ensure compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities. Moreover, the SBWIB ensures that knowledge of procedures permeates the local service delivery system by providing training to all AJCC staff, partners and contractors.

Public Assistance Recipients and Other Low-Income Individuals: To be considered low-income, an individual must meet one of the following criteria:

- Receives, or in the past six months has received, or is a member of a family that is receiving, or in the past six months has received, assistance through the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF) program, supplemental security income program, or state or local income-based public assistance;
- Is in a family with total family income that does not exceed the higher of the following: beneath the Poverty line or 70 percent of the Lower Living Standard Income Level;
- Is homeless; or
- Is an individual with a disability whose own income does not exceed the income requirement but is a member of a family whose total income does exceed the maximum.

Individuals Who Are Basic Skills Deficient: Priority for individuals in this category is established at the time of eligibility determination and does not change during participation. Basic skills deficiency criteria include:

- Lacks HS Diploma or equivalency and is not enrolled in postsecondary education;
- Enrolled in Title II Adult Education/Literacy program;
- English, reading, writing, or computing skills at an 8.9 or below grade level;
- Determined to be limited English skills proficient through staff-documented observations; or
- A standardized test may be used to assess basic skills that includes reading, writing, or computing skills.

In cases where customers require basic skills development, referrals are made to New Opportunities Charter School prior to training services referral and enrollment.

**Services and Activities Available under WIOA Title I Youth Program**

Under the guidance of the Youth Development Council Committee, SBWIB provides services to both in-school and out-of-school youth ages 14 to 24, with 75% percent of

WIOA youth funds targeting those who are out of school. Youth programs are co-located at all four AJCCs; two teen centers (Inglewood and Hawthorne) operated by the SBWIB in collaboration with education and community partners; and the SBWIB's YouthBuild site.

### ***South Bay WIOA Youth Services***

WIOA prescribes 14 youth elements or service categories that must be available in all Youth programs. The actual services provided to a participant are based on the results of individual assessments and tend to focus in core areas including, pre-employment training, work experience and internships, career preparation, occupational skills training, project-based high school diploma instruction, academic enrichment, and job placement assistance.

Assessment: All enrolled WIOA youth program participants receive an objective assessment, which establishes a baseline for activities and training. Included are a review of education, work history, employability, interests, aptitudes, and needs for supportive services. TABE is used to determine grade equivalent reading and math levels, which may indicate a basic skills deficiency that will be addressed by the program. Other instruments used include CA Career Zone for career exploration.

In addition to activities operated under WIOA-formula funding, special projects and initiatives for youth are funded from a wide range of resources. Examples include, but are not limited to:

Youth@Work Program: Provides first-time work experience to youth and young adults ages 14-24 in various city government agencies and community-based organizations.

Bridge to Work (BtW): Bridge-to-Work is a regional collaboration designed to intervene, prevent and suppress gang involvement of high-risk youth: juvenile offenders, homeless and runaway youth, and gang involved youth in the South Bay. Employment and training services are provided to both in-school and out-of-school youth with the goal to support youth toward self-sufficiency by obtaining career ladder employment. Services include work readiness training, paid work experience, and job placement assistance. The program offers specialized opportunities for foster youth and youth on probation.

### ***Serving Youth with Disabilities***

As is the case for all youth, individuals with disabilities participate in a comprehensive assessment to identify their skills, interests, barriers and goals. Based on the results of their assessment, these participants receive services corresponding to their individual needs. Depending on the participant, services may include activities leading to competitive integrated employment opportunities. DOR staff at the Carson, Gardena, Inglewood and Torrance AJCCs also provide services as appropriate, as well as, deliver training to staff. The SBWIB collaborates with the Workability program to leverage funds and provide career awareness and paid work experience for individuals with disabilities in high school and those transitioning after high school.

**Strategies to Promote Digital Literacy**

Digital literacy has become more essential due to the COVID-19 pandemic. Even prior to the pandemic, the SBWIB introduced new programs to promote digital literacy. The new FIBER network addresses the lack of internet access impacting many in the South Bay through new fiberoptic infrastructure while at the same time facilitating access to the SBWIB’s growing virtual programming. As in-person services return, the local AJCC network will offer labs for community residents to access the high-speed internet network.

Social Media/Digital Marketing Fellowship: In partnership with META and through the AJCCs, SBWIB is training young adult Social Media/Digital Marketing Fellows. Each Fellow is provided with paid work readiness training, short term vocational training from Facebook and, a Facebook employee mentor. Fellows complete the program with paid work experience, utilizing their training with local employers.

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

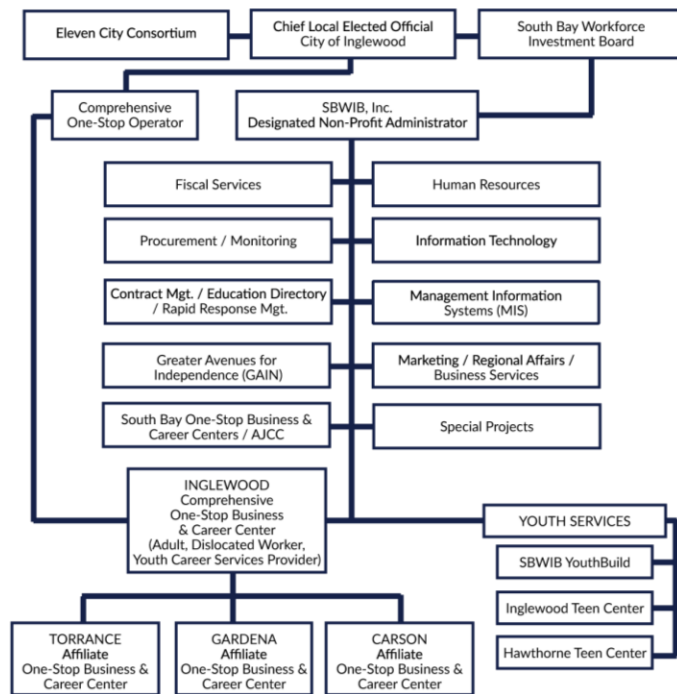


Figure 2. SBWIB Organizational Chart

The SBWIB is responsible for disbursement of WIOA grant funds and awarding contracts for WIOA Title I activities in an eleven-city local area, including the cities of: Inglewood, Hawthorne, Carson, El Segundo, Gardena, Hermosa Beach, Lawndale, Lomita,

Manhattan Beach, Redondo Beach, and Torrance. These authorities are vested through a Joint Powers Agreement (JPA) among the eleven cities, as authorized by the Chief Local Elected Official, represented by the City of Inglewood. The JPA was last amended on May 12, 2015.

The SBWIB uses a competitive procurement process to award grants and contracts for activities carried out under this plan. This process follows all applicable federal, state and local guidelines for such procurement. Procurement of WIOA Title I Adult, Dislocated Worker, and Youth programs takes place every four years. During the 4-year period covered by this plan, procurement will result in the award of contracts for Title I programs.

All procurement transactions by the SBWIB, its service providers, and subcontractors are conducted in a manner providing full and open competition consistent with standards of the Uniform Guidance at 2 CFR part 200. To the extent possible, bidders/proposers or offerors must have an equal chance to secure a contract. The requirements specified in the procurement must bear a relationship to the need being procured.

The process for a competitive procurement includes the following:

- A Request for Proposal/Quote (RFP/RFQ) is prepared that includes response timelines, ensuring sufficient time for all phases of the procurement process to be carried out.
- Proposal evaluation procedures are established.
- A public notification of the procurement is issued through an announcement in a local public medium (e.g., newspaper) or media that, at a minimum, covers the entire service area. A copy of the RFP/RFQ is provided to any party requesting it. Notification is made through dissemination of RFP/RFQ to entities included on the current, applicable proposal list. A record (e.g., log) is made of all inquiries received regarding the procurement and the submission requirements. All inquiries are responded to in writing, except those, which are clearly answered in the solicitation. Copies of all inquiries and written responses are distributed on a timely basis to all parties to whom the solicitation has been distributed. Clarification updates are issued on a weekly basis to ensure that timely and accurate information is distributed to all potential bidders.
- A proposers' conference is held after the distribution of the RFP. When such a conference is held, all parties to whom the solicitations have been distributed are notified of the date, time and place of the conference. This notification is included in the RFP itself. Each question answered at the conference is documented in writing and this information is provided as an addendum to the solicitation package to any subsequent requesters of the RFP.
- The date and time proposals are received is noted in order to ensure that only proposals received by the due date and time qualify for the evaluation process.
- Competitive negotiation requires that at least two responsive proposals for the same scope of work and service area are received in response to the RFP. If only one responsive proposal is received, the competition may be determined inadequate and the SBWIB has the option to re-compete the procurement or proceed. The SBWIB's definition of a failed or inadequate competition and its rights and options in the event

of such are included in the RFP. The SBWIB will consider a competition inadequate when less than two responsive proposals have been received to a solicitation.

<b>How the Local Board Fulfills the Duties of the AJCC Operator and/or the Career Services Provider or Selection of AJCC Operators and Career Services Providers</b>
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### ***AJCC/One-Stop Operator***

The SBWIB competitively procures the AJCC/One-Stop Operator (OSO) function every four years. The current OSO contractor is ProPath, Inc.

### ***Career Services Provider***

The SBWIB is the appointed career services provider for the WIOA Adult and Dislocated Worker and Youth Program services for its four AJCCs, two teen centers, and YouthBuild program and procures additional resources, as needed. In April 2021, SBWIB received a renewal of its state waiver to serve as the WIOA Title I Adult and Dislocated Worker career services provider.

A portion of the career services provider function is provided under contracts. Procurement for these services occurs every four years, ProPath, Inc. provides career services to dislocated workers at the Carson and Torrance AJCCs.

### ***AJCC Operator Function***

The OSO is responsible for coordinating service delivery, responsibilities, and contributions of required WIOA partners as agreed upon in the SBWDB WIOA Partner Memorandum of Understanding (MOU). Specific duties and responsibilities include the following:

- Serve as the point of contact regarding issues that are substantive to the partners regarding operations in the Inglewood comprehensive AJCC;
- Convene and facilitate regular partner meetings;
- Coordinate the AJCC partners to support:
  - Implementation of the SBWDB's MOUs between WIOA One-Stop Partners;
  - Adoption of innovative methods and best practices in the delivery of required services;
  - Enhancement of the workforce development system through a fully coordinated, integrated, and demand-driven service delivery model;
  - Improvement of client flow system for AJCC shared services including cross-training, policies and procedures training, development of marketing and/or educational tools, creation of a partner directory, and collaborative efforts for process improvement;
  - Communication to all partners and periodic updating of each partner's services and procedures;
- Act as a liaison between SBWIB and AJCC and Youth Program partners;

- Complete other duties that may be necessary to fulfill WIOA requirements of and maintain compliance as a One-Stop Operator.

## V. CONSIDERATIONS FOR PROGRAM YEARS 2021 – 24

Based on discussions held throughout the planning process used to develop the original PY 21-24 Local Plan, the following topics have been identified as priorities for further exploration, development, and/or enhancement as the WDB and the partners implement the Local Plan.

**Major themes** identified by the SBWIB and stakeholders include:

1. Expand the system's reach, making services available for all job seekers. These efforts should include co-branding and strategies to increase partner knowledge of available programs and services.
2. Continue to identify the skills businesses need most, recognizing that the economic landscape may significantly change and evolve over the next four years and beyond.
3. Develop new partnerships and expand existing ones with the objective of connecting to customer groups that are currently underserved.
4. Be intentional about the SBWIB's strategies to ensure equity, diversity, and inclusion and communicate the SBWIB's plans on these issues.
5. Anticipate post-COVID employment dynamics and how the AJCCs will deal with the influx of job seekers. anticipate assistance to businesses and be prepared to subsidize their labor so they can survive the current downturn.
6. Develop strategies for a hybrid service delivery model, which marries newly implemented online and virtual strategies to traditional in-person service delivery.
7. Expand online access to system offerings, such as online registration.
8. Focus on strengthening participant and system staff's computer skills and digital literacy.

**Other workforce strategies and issues** that stakeholders have suggested the SBWIB and partners examine and evaluate include the following:

9. Explore opportunities to bridge the digital divide through provision of hardware and software to participants.



10. Explore ways to invest in preventative strategies, such as upskilling current workers, to prevent job loss and offering more flexible training to accommodate employed workers seeking career advancement.
11. Explore ways to virtually engage with industry partners that have prohibitions on common online meeting platforms due to security protocols.
12. Explore strategies to navigate the multitude of virtual meeting platforms currently in use.
13. Assess the extent to which the SBWIB has achieved brand recognition among key customers in the county and consider options to improve the level of recognition.

Progress has been made on several of the foregoing priorities. All remain relevant and will continue to be a focus of the local workforce development system during the remainder of the PY 21-24 planning period.

During the development of the 2023 Modification to the PY 21-24 Local Plan, SBWIB again engaged the community and stakeholders in discussions on workforce system priorities. Many individuals provided input similar to priorities identified when the original PY 21-24 Local Plan was developed. The engagement process implemented to support the Plan's biennial update revealed the following additional workforce priorities.

14. The workforce system should identify ways to make entrepreneurship instruction more readily available, especially for younger individuals, as these management and operations skills are applicable to all jobs, whether or not the trainee becomes self-employed.
15. The local board and system partners would benefit by formalizing partnerships with public and private mental health organizations to ensure that customers have access to support they need as they prepare for and enter the workforce.
16. Given the extensive impact of the pandemic on workers and job seekers, workforce system staff should receive training in trauma-informed services and strategies.
17. With many businesses still adjusting to post-pandemic changes in the labor market and the pool of available candidates, the WDB should take a more consultative role with employers who are navigating a new landscape.
18. The workforce system partners should develop strategies to help both businesses and workers address employment retention.
19. While attitudes, values, and preferences among younger generations of workers may be changing, the workforce system should still prioritize providing information to all job seekers about generally accepted workplace behaviors and requirements.

20. Given the evolving nature of the labor market, workers may change jobs and even careers several times throughout their work life. However, a wide range of jobs may make use of the same or similar sets of skills. Therefore, the workforce system should assess customers for transferrable skills and teach them how to market such skills to potential employers.
21. The workforce system could expand its pool of candidates through developing effective relationships with “worker centers” that represent individuals with skills across various occupations and industries.
22. The local board is uniquely positioned to serve as a liaison between companies that need skilled workers and colleges and schools that are able to provide skills training. SBWIB should continue to communicate businesses’ skills needs to its training partners so that curricula is developed to build a pool of workers with these skills.
23. One of the most valuable services that system partners can provide is clear and accurate information about the labor market and the industries and careers that provide the best opportunities for workers.
24. The workforce system should continue to emphasize apprenticeships, as this training model has proven to be effective in connecting low wage workers to higher wage jobs and career paths.

<b>VI. APPENDICES</b>
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The following items are included as part of the 2023 Biennial Modification to the 21-24 Local Plan.

Attachment 1: Stakeholder and Community Engagement Summary

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

Attachment 3: Signature Page

**STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY**

To facilitate the engagement of stakeholders in planning for the local workforce development delivery system and in the development of the original PY 2021-24 Local Plan, the SBWIB hosted a series of four community and stakeholder forums focused on topics affecting strategies and services across the system. These forums included:

Vision for the Local Workforce System: How can workforce system partners and other stakeholders create a system that is more equitable, accessible, and effective?

This forum was held via Zoom on December 8, 2020.

Strengthening the Role of the AJCC as an Access Point for all System Partners and Programs: How can the AJCC be more effectively promoted and used as a central access point for all local workforce system services?

This forum was held via Zoom on December 16, 2020.

Improving Workforce System Services: How can workforce system services be made more effective and relevant for all customers, including vulnerable populations that have been underserved by traditional programs?

Forums were held via Zoom on December 2, 2020 and January 6, 2021.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email distribution lists: SBWIB Newsletter/Social Media (5,000+), SBWIB Board Members and Local Elected Officials, AJCC Partners and Staff	SBWIB WDB, Local Elected Officials, LABRPU, SBWIB Staff, AJCC Partners, Community Stakeholders, Employers, Labor, Education, CBO's, Safety Net Programs/Partners, Workforce Partners, and Individuals.	Attendee Listed Below: •17 attendees on 12/02/2020 •20 attendees on 12/08/2020 •29 attendees on 12/16/2020 •36 attendees on 1/06/2021	Community Engagement Forum Presentations, minutes and attendance records available
	Inglewood Community Adult School, Adult Education / Literacy	Attended forum(s)	Engaged in planning process
	SoCal ROC, Adult Education / Literacy	Attended forum(s)	Engaged in planning process
	Torrance Adult School, Adult Education / Literacy	Attended forum(s)	Engaged in planning process
	Torrance Unified school, Adult Education / Literacy	Attended forum(s)	Engaged in planning process
	Behavioral Health Services, Safety Net Program-Independent Living	Attended forum(s)	Engaged in planning process
	Morf3D, Business	Attended forum(s)	Engaged in planning process
	CH1 Media, Business	Attended forum(s)	Engaged in planning process

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
	AEG Dignity Health Sports, Business	Attended forum(s)	Engaged in planning process
	Abacus Security Service, Inc., Business-Chamber of Hawthorne	Attended forum(s)	Engaged in planning process
	CSU Dominguez Hills, Career/Tech Ed, Higher Education	Attended forum(s)	Engaged in planning process
	Otis College of Art & Design, Career Education/Training Provider	Attended forum(s)	Engaged in planning process
	Premiere College, Career Education / Training Provider	Attended forum(s)	Engaged in planning process
	Premiere College, Career Education / Training Provider	Attended forum(s)	Engaged in planning process
	Premiere College, Career Education / Training Provider	Attended forum(s)	Engaged in planning process
	City of Inglewood, CDBG	Attended forum(s)	Engaged in planning process
	City of Torrance, Economic Development	Attended forum(s)	Engaged in planning process
	Lost Angles CP, Community Partner-Youth	Attended forum(s)	Engaged in planning process
	Lost Angles CP, Community Partner-Youth	Attended forum(s)	Engaged in planning process
	DPSS- Los Angeles County, TANF, CDBG	Attended forum(s)	Engaged in planning process
	LASWD – Department Rehab, Department of Rehab, Ability Tools-Assistive Tech	Attended forum(s)	Engaged in planning process
	Department of Rehabilitation, Department of Rehab, Ability Tools-Assistive Tech	Attended forum(s)	Engaged in planning process
	Catholic Charities, Faith Based Community Partner	Attended forum(s)	Engaged in planning process
	Catholic Charities, Faith Based Community Partner	Attended forum(s)	Engaged in planning process
	BCHD, Healthy Living, Health District	Attended forum(s)	Engaged in planning process
	The Beacon House, Homeless	Attended forum(s)	Engaged in planning process
	Inglewood Housing, Housing Authority	Attended forum(s)	Engaged in planning process
	Joekgray7@gmail.Com, Individual	Attended forum(s)	Engaged in planning process
	rankins98@gmail.com, Individual	Attended forum(s)	Engaged in planning process
	JobCorps, Youth	Attended forum(s)	Engaged in planning process
	Redondo Beach USD, K-12 Youth	Attended forum(s)	Engaged in planning process
	El Segundo Unified School, K-12 Youth	Attended forum(s)	Engaged in planning process

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
	FOLA, Second Chance	Attended forum(s)	Engaged in planning process
	SBWIB Staff, Second Chance	Attended forum(s)	Engaged in planning process
	FOLA, Second Chance	Attended forum(s)	Engaged in planning process
	SER SCSEP Jobs for Progress, Title V OAA	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	EDD, Wagner-Peyser	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Torrance AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Procurement/Compliance, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-Youth, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-IT, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Site Manager-Gardena AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-Contracts/EO, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Site Manager-Carson AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-Business Affairs, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Special Grants (Apprenticeship), WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC (Business/Job Development), WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Gardena AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Site Manager-Torrance AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Executive Director, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process

<b>Mode of Outreach</b>	<b>Target of Outreach</b>	<b>Summary of Attendance</b>	<b>Comments</b>
	SBWIB Staff-Marketing, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-Procurement/Compliance, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Special Grants (Apprenticeship), WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Gardena AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-Special Projects Development	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Special Grants, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Manager-One-Stops Business & Career Centers, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Contracts, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	SBWIB Staff-Inglewood AJCC, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	ProPath, Inc., One-Stop Operator, WIOA Title I Adult, DW, Youth	Attended forum(s)	Engaged in planning process
	ProPath, Inc., Workforce Systems Partner, WIOA Title I DW	Attended forum(s)	Engaged in planning process
	Local Plan Consultant, Workforce Consultant	Attended forum(s)	Engaged in planning process
	Local Plan Consultant, Workforce Consultant	Attended forum(s)	Engaged in planning process
	Innovation High, K-12 Youth	Attended forum(s)	Engaged in planning process

As part of preparing the 2023 Biennial Modification to the PY 21-24 Local Plan, SBWIB again engaged system partners, stakeholders, and members of the community in discussions about key issues. A forum on “The Role of the Workforce System in Economic Recovery” was held via Zoom on February 7, 2023.

The information in the table below summarizes those invited to and who attended the forum.

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Email distribution lists: SBWIB Newsletter/Social Media (5,000+), SBWIB Board Members and Local Elected Officials, AJCC Partners and Staff	SBWIB WDB, Local Elected Officials, LABRPU, SBWIB Staff, AJCC Partners, Community Stakeholders, Employers, Labor, Education, CBO's, Safety Net Programs/Partners, Workforce Partners, and Individuals.	Attendee Listed Below:  55 attendees on 2/7/23	Community Engagement Forum Presentations, minutes and attendance records available

First Name	Last Name	Email	Organization
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# SBWIB

# Biennial Modification to PY 2021-2024 Local Plan

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B	Williams	bwilliams@sbwib.org	SBWIB
Fowler		jfenpw@gmail.com	Eagles Nest Preschool
<b>Other (no registration, but in mtg)</b>			
Gustavo	Alatorree		EDD
88 = Registered			
55 = Attended			

<b>PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE 2023 BIENNIAL MODIFICATION TO THE PY 21-24 LOCAL PLAN</b>
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1.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

2.	<i>From:</i>	<i>Date:</i>
<i>Comment:</i>		

<b>SIGNATURE PAGE</b>
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The following signatures represent approval of the Biennial Modification to the Program Year 2021-24 Local Plan by the South Bay Workforce Investment Board and the Chief Elected Official for the South Bay Local Workforce Development Area.

For the **South Bay Workforce Investment Board**:

Wayne Spencer, Chairperson	Date

For the **South Bay Local Workforce Development Area**:

James T. Butts, Jr., Mayor, City of Inglewood	Date