

**SOUTH BAY WORKFORCE INVESTMENT BOARD
LOCAL WORKFORCE DEVELOPMENT PLAN 2017 - 2020**

The South Bay Workforce Investment Board (SBWIB) oversees a local workforce area comprised of eleven cities: Hawthorne, Inglewood, Gardena, Carson, Lawndale, El Segundo, Manhattan Beach, Redondo Beach, Hermosa Beach, Torrance and Lomita. The area made up by the cities is a commonly recognized sub-region of Los Angeles County with a distinct feel and notable diversity in population and economy. Our diversity is our strength. There is a large young population, which, with the required preparation, will be ready for the many jobs that the area is expected to produce in the next decade. Many large businesses call the South Bay home and many more start-ups in tech and other sectors are also based here. To ensure that residents are able to take advantage of the economic opportunities that the area has to offer, a strong local workforce system is critical. SBWIB has developed a large local network of workforce, economic development, education, government and community organizations into just this system. We are proud to be a local leader in developing effective partnerships and our Local Plan speaks to that strength. At the same time, we recognize that we are part of a larger regional workforce development system that spans the entire Los Angeles Basin Regional Planning Unit (RPU). This Plan recognizes the importance of the work that SBWIB and our regional partners are doing to create and sustain a strong workforce system across the region to address the needs of priority sectors and workers. SBWIB's Local Plan supports both the Regional and State Plans and puts forth strategies to implement key features of those Plans at the local level.

A. Vision, Goals, Strategy and Resource Alignment
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The SBWIB's mission is the following: *"Using the most cost-effective services and demand driven strategies, our mission is to build a world-class workforce through strategic alliances with business, education and community partners."* The information that follows describes our plans for putting this mission into action.

I. SBWIB's Vision, Goals and Strategies

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

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

The economic and background analysis within the Los Angeles Basin RPU's Regional Plan provides a detailed description of business and the workforce in the region. Key points are as follows:

- Following the recession, there has been growth in various industries and there is a demand for workers.
- In terms of opportunities (for good wages, benefits and career mobility), some industries are more promising than others. These industries have been adopted as the region's priority sectors. They are aligned with the sectors on which SBWIB has been focused.
- For businesses to compete regionally, nationally and globally, they need a skilled workforce.

- Many workers lack skills needed for jobs in demand industries. Businesses require that workers have foundational skills, core competency skills, work readiness/work maturity skills and hard skills – those required to do a specific job.

In view of the foregoing, SBWIB’s vision for meeting workforce development challenges of our local workforce area is one that embraces comprehensive strategies to meet the needs of business for a skilled workforce, while at the same time creating opportunities for workers to prepare for and enter into well-paid careers. Central to this objective is collaboration among a wide range of stakeholders including business, labor, education, social services, and community-based agencies. Translating this vision into a Plan that can be set in motion will require that stakeholders work together to identify the workforce needs of businesses in local priority sectors and to develop career pathway approaches to address gaps in the skills of the local workforce.

SBWIB is committed to building and maintaining a comprehensive workforce development system for our area that is sector-focused, business-responsive and fosters the development and delivery of training and services along career pathways that bridge the gap between skills currently available in the workforce and the needs of growing and emerging sectors of the local economy.

Goals and Strategies for Preparing an Educated and Skilled Workforce

In support of the preceding vision statement and key elements of the regional economic analysis described in the RPU’s Plan. The local workforce system, led by SBWIB, will operate under three over-arching goals.

1. Build and Maintain a Demand-Driven System: Workforce services and training will be principally focused on jobs within the growth industries that are creating real opportunity for economic prosperity in the South Bay and throughout the region.
2. Focus on Workforce Preparation: In order to ensure that all workers in the area can secure career path employment that will enable them to achieve self-sufficiency and a middle class lifestyle, the workforce system will provide more than simple job matching services. For those needing additional support, a wide range of training and work readiness services will be available.
3. Meet Performance Goals: A hallmark of the system has been and will continue to be a commitment to achieving performance goals.

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

II. Collaboration and Resource Alignment

As described throughout this Local Plan, SBWIB is not the workforce system for the local area. Rather, it leads the workforce system, which is comprised of the organizations that manage and operate core programs, along with a host of other agencies in education, economic development, workforce services and community support. Together, the partners have the resources and capability to meet the needs of businesses and job seekers. The narrative that follows describes this capacity and how the system’s goals will be met.

B.	Local Alignment with State Plan Strategies
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SBWIB has implemented various strategies and is continuing to develop new approaches to align local programs with the policy direction of the State Plan. The following is a description of SBWIB’s local workforce system and an overview of key programs, along with a brief description of how the board will align with an implement each of the seven policies emphasized in the State Plan.

I. Local Workforce Development System and Programs

The workforce development system led by the SBWIB is built around services for key customers: adults and youth seeking employment and local businesses.

Adult	Business	Youth
New Hire/Job Placement Services	Recruitment Services	Career Pathways, Bridge-to-Work Programs & Apprenticeships
Transitional Subsidized Employment and OJT	Hiring Events & Candidate Screenings	New Hire/Job Placement Services, Summer Jobs Program, Internships & Pre-Apprenticeship
Dislocated Worker, Senior, Individuals with Disabilities, Homeless, & Re-entry Services	Staff Training Resources	Blueprint for Workplace Success Training, Career Counseling & Resume Assistance
Veteran Transition & Employment Services	Rapid Response & Lay-off Aversion	Fit for Gold Tutoring & Fitness Academy, South Bay Promise
Hiring Events, Outreach & Recruitment	Customized Programs to Assist Business	Teen Centers; Hawthorne & Inglewood, Tutoring & Enrichment Services
Blueprint for Workplace Success Training, Career Counseling & Resume Preparation	Wage Subsidy Programs	Individuals with Disabilities, Homeless, Foster Youth & English Language Learner Services

The SBWIB workforce system is comprised not only of the WIOA formula-funded programs, but of programs and services operated by a wide range of fund streams and by many partners, including those operating core programs. Following is an overview of the various components of the local system

WIOA Adult and Dislocated Worker Programs and the AJCCs

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 services. The AJCCs also house a variety of programs aimed at special populations. These include:

Re-Entry Program: The SBWIB works with partners in the criminal justice system to create intervention and prevention programs to reduce the likelihood of individuals becoming involved in criminal activity. In addition, SBWIB has convened key stakeholders and employers to examine collaborative and multi-layered approaches to meeting the needs of the re-entry population. SBWIB in partnership with New Opportunities Charter School, Five Keys, and Friends Outside in Los Angeles are establishing a one-stop in L.A. County’s Men’s Central Jail to assist individuals to re-enter their communities and obtain employment sooner with the assistance of transition coordinators. The program provides opportunities for those that face significant barriers to employment. It also strengthens public safety by reducing potential relapse into criminal behavior.

Senior Employment Services: Special employment services are available to seniors through the South Bay AJCCs and our partner SER-Jobs for Progress. This work-based training program for older adults provides subsidized, service-based training for low-income persons 55 and older who are unemployed and face barriers to employment.

Employment Services for Adults with Disabilities: The AJCC in Gardena contracted with The ARC of South Bay to provide job development services to adults with developmental disabilities. Participants receive job readiness training and placement assistance services. The AJCC utilizes its large network of employers to identify job opportunities. The collaboration comes full circle with The ARC of South Bay providing a job coach to every client as he or she begins job search.

GAIN: Funded by Los Angeles County Department of Public Social Services (DPSS), the GAIN program provides employment-related services to CalWORKs participants to help them find employment, stay employed, and move on to higher paying jobs, which will ultimately lead to self-sufficiency and independence. CalWORKs participants receive GAIN services and are referred to the SBWIB for employment assistance.

Transitional Subsidized Employment (TSE) Program: Through our partnership with DPSS, SBWIB administers the TSE program throughout Los Angeles County for the purpose of providing work experience and on-the-job training opportunities for thousands of participants facing various barriers to employment. The TSE program provides employees to businesses, government agencies and non-profits for 8-10 months and subsidizes a large portion of the employees' wages. The program offers opportunities for participants to gain meaningful work experience and learn new job skills while earning wages.

Homeless TSE Services: The AJCCs provide employment resources to homeless individuals throughout the South Bay service area. Assistance is available for families, adults, veterans and individuals, offering them employment assistance and on-the-job training.

Veterans: SBWIB signed an agreement with the Los Angeles Air Force Base (LAAFB), located in El Segundo, to provide Enhanced Workforce Transition Assistance. Operating independently of the Airmen and Family Readiness program, the SBWIB provides services not currently available to Airman after they separate from the military, including services to retired members, as well as their families.

Other projects for adults, including career pathway programs, are described throughout the Local Plan.

WIOA Youth Programs and Other Programs Serving Youth and Young Adults

Access to WIOA Youth Program services are provided at the four AJCCs and at Teen Centers in Inglewood and Hawthorne. Services include pre-employment training, work experience and internships, career preparation, occupational skills training, academic enrichment and job placement assistance. Reengaging disconnected youth is a priority and is achieved through intervention and prevention services linked to education and workforce preparation. In addition to activities operated under WIOA-formula funding, special projects and initiatives for youth that are funded from a wide range of resources, include:

Summer Jobs Program: This program provides first-time work experience to youth and young adults ages 14-24 in various city governments and community-based organizations. Youth go through 20-hours of personal enrichment training and are subsequently placed at worksites, working an average of 100 hours.

I-CARE (Inglewood CalGRIP): Operating in partnership with SBWIB, City of Inglewood and Centinela Youth Services, the I-CARE program's goal is to reduce risk factors that contribute to gang-related crime and violence through a regional approach. This is achieved in coordination with law enforcement and with other services provided by the City of Inglewood, schools and community partners. I-CARE serves youth ages 11 to 17.

Bridge to Work (BtW): Bridge-to-Work is a regional collaboration designed to intervene, prevent and suppress gang involvement of high-risk youth; foster 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. The goal is help youth work toward self-sufficiency by obtaining career ladder employment. Services include work readiness training, paid work experience and job placement assistance.

Bridge-to-Work – Foster Youth: The Bridge-to-Work - Foster Youth program aims to increase motivation in foster youth that are eligible to enroll in the Independent Living Program. The program works with youth ages 16-20, and encourages them to stay in school, develop workplace know-how, and begin on a path to a high wage career. The program consists of a 30-hour course, assessing basic skills and career interests, and matches youth to a paid work assignment. SBWIB administers the program L.A. Countywide.

Bridge to Career Pathways: The Bridge to Career Pathways program is an out of school youth and young adult program that is built on an “earn and learn/OJT” model. Opportunities include work in advanced manufacturing, construction, healthcare, hospitality, and trade, logistics and utilities.

Bridge-to-Work Probation: The program's goal is to provide employment, training, education and supportive services to youth 16-18 years that are on formal probation. Youth must complete the SBWIB's “Blueprint for Workplace Success” pre-employment training prior to searching for employment.

South Bay Promise: The South Bay Promise Program assists high school students to make a seamless transition to college. The collaborative program began in 2014 as a partnership among California State University, Dominguez Hills (CSUDH), El Camino College, Inglewood Unified School District, Centinela Valley Union High School District and SBWIB which now also includes Torrance Unified School District. The goal for fall of 2018 is to expand the program to include all school districts in the El Camino College catchment area. The initiative is designed to strengthen the “college-going” culture, ensure college readiness, and create a seamless transition from high school to college by providing graduating high school seniors with wraparound services. Some benefits include, priority placement in class enrollment, free tuition and books at El Camino College and guaranteed admission to CSUDH.

Other projects for youth, including career pathway programs, are described throughout the Local Plan.

Education and Training Providers

The local area is fortunate to have a wide range of effective public education and training resources, including four-year institutions such as California State University, Dominguez Hills and community colleges, such as El Camino. Local K-12 and adult education agencies within SBWIB service area include: Centinela Valley Union High School District, El Segundo Unified School District, Hawthorne School District, Hermosa Unified School District, Inglewood Unified School District, Lawndale Unified School District, Manhattan Beach Unified School District, Redondo Beach Unified School District, South Bay Adult Education Consortium, Southern

California ROC, Torrance Unified School District and portions of Los Angeles Unified School District. As described throughout this Plan, SBWIB has developed many training programs in cooperation with our education partners and envisions continued collaboration on development of and adopting regional sector pathway programs.

Support Systems and Services

As described below, the availability of holistic, wrap-round support services is critical to SBWIB's success in meeting the employment needs of job seekers. Services commonly needed by participants include transportation, childcare, healthcare, uniforms, tools, assistive technology and resources for individuals with disabilities, temporary shelter, counseling and clothing. Providers include public agencies such as the State Department of Rehabilitation and non-profit organizations like SER-Jobs for Progress. In conjunction with Regional Plan goals, SBWIB will support efforts to identify additional cost-effective resources that would be accessible to programs and providers across the RPU.

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

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

Support of State Plan Policies

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

Sector Strategies: Since a number of industries were prioritized several years ago, SBWIB has implemented sector partnerships as a mean of engaging business leaders and other stakeholders in discussions regarding workforce and other needs of the sectors. These committees, which meet regularly, have been developed for manufacturing, healthcare, information and communication technologies (ICT)/digital media, and construction. In addition to addressing skill gaps and training needed to fill them, businesses also discuss needs ancillary to workforce development issues such as a regional broadband project which is being led not only by SBWIB but by our economic development partners. While regional sector pathways will likely remain our primary focus in terms of sector strategies, we will continue to let business lead the discussion and to direct our efforts with regard to meeting the needs of industry.

Career Pathways: SBWIB has been deeply involved in developing career pathways, working with a wide range of partners to examine needs, consider opportunities and design programs. Some of the vehicles in place that are driving development of career pathways and with which we are involved are:

- Advanced Manufacturing and Engineering Technology Linked Learning (AMETLL) Consortium, which has received a California Career Pathways Trust (CCPT) grant to address the shortage of workers in manufacturing and engineering. SBWIB is the work-based learning intermediary for five local school districts and El Camino College.

- South Bay Digital Media Arts Consortium, which is a collaboration between Centinela Valley Union High School District, CSUDH, El Camino College and SBWIB. This pathway exposes youth high school and above into a career pathway in Multi-media arts, which consist of media production, digital photography, video game design, and animation.
- Inglewood Robotics Consortium, which provides robotics and engineering preparatory courses at a local high school to create a pathway to enrollment in degree programs at 2-year or 4-year institutions.

Just a few example of the many career pathway programs that SBWIB has developed include the following:

Aerospace Engineering Apprenticeship Program: New and emerging technologies, increased demand and impending retirement of a skilled, aging workforce represent significant workforce challenges for the aerospace industry. In response, SBWIB and several major employers will develop the Aerospace Engineering Apprenticeship Program. Under a state Workforce Accelerator Fund 3.0 grant and the Advanced Manufacturing Partnership for Southern California (AMP SoCal), development of the program is underway in partnership with West Los Angeles College, Training Funding Partners, and Tooling U-SME (Society of Manufacturing Engineers). Over the first year of the project, the partners will accomplish the following with regard to this unique career pathway program: a Unilateral Apprenticeship Committee will be formed to oversee development of a pre-apprenticeship program linked to at least one registered apprenticeship; an industry skills survey will be completed to define specific aerospace engineering occupations, requisite skill sets and work processes, which will inform the completion of an apprenticeship curriculum framework intended for credit-based classroom instruction linked to work-based learning for pre-apprentices and on-the-job training for apprentices; and, finally, a plan and timeline for implementing the program will be developed with the U.S. Department of Labor apprenticeship standards for at least one aerospace engineering related occupation, to which the pre-apprenticeship program will be linked.

Construction and Utilities Pathways Program (CUPP): The goal of CUPP is to supply a pipeline of qualified candidates by providing support services and access to training and employment in the construction industry. SBWIB's CUPP program seeks to increase community knowledge about and demystify the construction industry, while helping individuals to build the framework to start a career in the construction industry. By providing case management, "Blueprint for Workplace Success" workshops and assessments, enrolled and work-ready clients will be identified by union representatives, job coordinators, partnering contractors, developers and owner/agencies.

Bridge to Manufacturing Careers Program: SBWIB, in partnership with El Camino College, developed and implemented this manufacturing technology and welding program as an on-ramp for youth (18 to 24) to enter careers in manufacturing. In addition to welding, participants take courses in math, workplace safety and lean manufacturing. Paid work experience is a component of the training.

Organizing Regionally: This Plan cites dozens of examples of efforts underway and being planned to increase collaboration and partnerships with entities of all types and sizes that support the workforce development goals of the SBWIB and the Los Angeles Basin RPU. Ultimately, these efforts are designed to support the economic growth of the region; both by helping businesses to fund skilled workers and by providing workers the training they need to qualify for jobs. As the seven local boards within Los Angeles County strengthen regional coordination, they will build structure and systems for more effective communication from the regional level to the local level and visa-versa, so that the benefits off collaboration are felt throughout the region.

Earn and Learn: SBWIB uses a wide range of “earn and learn” models, all of which correspond to the goals outlined in the State Plan. Among these models for job seekers are apprenticeships, on-the-job training (OJT) and hybrid learning programs.

- Apprenticeships: MOUs and other structured agreements are being finalized pertaining to a number of collaborative projects with labor and apprenticeship programs related to SBWIB priority sectors, particularly construction and manufacturing.
- OJT: SBWIB offers OJT as an option for job seekers whose occupational interests and/or learning styles are best suited to work-based learning. Staff is also actively engaged in promoting the benefits of OJT and other work-based learning models to businesses, providing information to companies on the advantages of training workers to their precise specifications.
- Hybrid Learning Models: More and more programs are using work-based learning as a bridge from school to work. Under this structure, once students complete the didactic portion of their training, they are assigned to an internship, where learning continues in a work-based setting.

Supportive Services: Various ways in which SBWIB ensures that the support strategies emphasized in the State Plan are met include:

- Developing agreements and MOUs with required partners and other stakeholders to formalize commitments to provide support for individuals needing these services to successfully complete services or a program of study.
- Supporting the development of regional policies that ensure the utilization of funding across programs through co-enrollment and other mechanisms.
- Continuing outreach within the community to identify new allies that can potentially contribute resources to the wrap-around support SBWIB strives to make available to every job seeker that needs it.
- Combine learning with work, so that participants have the opportunities to earn wages while developing skills.

Building Cross System Data Capacity: Ideally, this policy objective is best dealt with at the state and regional levels, as it is reliant on choices and resource commitments by key decision makers at State and County agencies. However, SBWIB has developed I-TRAIN and other data management tools and is prepared to make recommendations to support the State’s objectives regarding cross system data sharing.

Integrating Services and Braiding Resources: SBWIB has a long history of success in resource development and in integrating and braiding resources to strengthen the local workforce delivery system. Past examples of SBWIB’s accomplishments in organizing and leading efforts to bring multiple jurisdictions and organizations together around strategic initiatives include:

- The PIC Aerospace Network (PAN): This project, which brought tens of millions in DOL discretionary dollars into Southern California to serve displaced aerospace employees was one of the nation’s first truly regional projects. While this project began more than 20 years ago, it lasted in one form or another for more than 20 years and set the bar for regional collaboration in the Los Angeles region and beyond.

- Project Phoenix: This project was funded by the state as a result of 9/11 and resulted in thousands of displaced workers being hired. Several local WDBs participated in this project, which was administered by the SBWIB.
- Multi-Sector Partnership Grant: In 2011, SBWIB was awarded this \$45 million National Emergency Grant by U.S. DOL. The project represented a broad coalition of 21 local workforce areas and the California Workforce Association, providing services for 4,447 workers.

WIOA and the one-stop system rely on the leveraging and braiding of resources from many education and workforce development stakeholders to meet the needs of both job seekers and businesses. SBWIB currently leverages resources from WIOA, community college CTE, average daily attendance funds of the K-12 system, Pell Grants, VA benefits, TANF, scholarship programs and various specialized grant programs to fund training. Building on past experience and leveraging the commitments throughout the Los Angeles Basin that are built into the Regional Plan, SBWIB will continue to participate in and lead, as appropriate, projects and initiatives that bring together resources from multiple programs and partners.

Collaboration with Core Program Providers and Other Workforce Stakeholders

SBWIB’s collaborations with the core program partners and many other stakeholders are evident in the operation of our AJCCs, the content of career pathway programs, the services available to job seekers with disabilities and virtually every aspect of our service delivery system. As SBWIB continues to work with local and regional partners in developing demand-driven responses to the needs of industry and the workforce, we will look for every opportunity to coordinate with federal, state, county, municipal and community-based programs. Several of the goals enumerated at the conclusion of this plan are centered on opportunities to strengthen partnerships with core program and other partners.

C.	Local Services and Service Delivery Strategies
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The following information summarizes key local service strategies and approaches. These approaches generally correspond to those emphasized within both the State Workforce Plan and the Los Angeles Basin Regional Plan.

I. Collaboration to Expand Access to Services

SBWIB is committed to ensuring the all South Bay residents have access to services, education and training they need to enter and move up career paths in demand occupations within growing industries. Furthermore, we believe that a person’s personal and community background and experiences should never be a barrier to fulfilling his or her potential. SBWIB’s Local Plan, therefore, embraces the following strategies and approaches to expand access to services.

- Recognize the Need for Multiple On-Ramps: Some participants are prepared for work and need minimal assistance. Others have very low basic skills and need extensive interventions and training to qualify for entry-level positions. Many are in the middle. SBWIB, education partners, public agencies and community organizations will assess individual needs and develop individual pathway plans to meet those needs.
- Commit Resources to Address Barriers to Employment: As needs are identified, they will be addressed. SBWIB, EDD, local education agencies, DoR, the one-stop partners and local agencies have extensive

resources. SBWIB and partner staff are committed to match resources to needs. Where resources are not locally available, they will be sought regionally.

- Prepare Individuals for Work: The partners realize that not all job seekers are ready for work. Many need training in one or more of the following: basic skills, core competencies, soft skills or job-specific skills. SBWIB's *Blueprint for Workplace Success* curriculum is currently being taught throughout L.A. County to prepare individuals to enter, retain, and advance in employment.
- Address the Whole Person: Many job seekers have multiple barriers, besides skills deficits, to employment. The partners are committed to identifying and securing support services to enable participation in and completion of workforce services and training.
- Continue Services: Once trained and placed, workers should be able to come back to the workforce system for additional career guidance, training and support services.

II. Facilitating Career Pathways

As described in the preceding section, SBWIB is committed to career pathways as the optimal method for preparing the local workforce for careers in demand sectors. SBWIB's career pathway model has the goal of increasing learners' and workers' educational and skills attainment and improving their employment outcomes, while meeting the needs of regional and local employers in growing sectors and industries. We understand that career pathway programs offer a clear sequence, or pathway, of education coursework and/or training credentials aligned with employer-validated work readiness standards and competencies. This model makes it easier for people to earn industry-recognized credentials and to attain marketable skills so that they can more easily find work in growing careers.

SBWIB will facilitate career pathways by: continuing to gather input from industry leaders; working with local and regional education agencies and other partners to develop programs and strategies to prepare unemployed individuals and current workers for careers; adopting career pathways developed throughout the region and implementing them locally; developing employer driven pre-apprenticeships and apprenticeships; and leveraging resources across fund streams to maximize services for job seekers, including co-enrolling participants in various program and services to ensure their success.

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

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

As indicated, SBWIB has worked with our education partners to develop career pathway programs offering credentials that are, arguably, industry-valued, portable and stackable. However, these features only apply to businesses that chose to honor the credential, which are, typically, local businesses that recognize the quality of the training provider. Where the training provider and content is not known, the credentials likely meet none of the aforementioned criteria.

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

IV. Facilitating Employer Engagement

SBWIB owes its success in getting the attention of and engaging business in part to tenacity and in part to approach. Our approach makes SBWIB unique among boards in the region. The approach is two pronged. SBWIB directs much of the benefits-oriented information that we formally broadcast (in presentations, in writing and via electronic media) to business owners and senior management. But business services staff also imbues each routine business meeting and visit with a message about the value of our services. Ultimately, we grab and keep the attention of decision makers by consistently communicating that the services SBWIB and our network of partners provide help businesses save time and money in training and hiring, enabling them to meet bottom line goals.

We connect with small employers in many ways, but especially through local chambers of commerce. The SBWIB is a member of eleven chambers throughout the South Bay Region. When information important to small businesses is available, SBWIB distributes the information to chambers' membership via email or by U.S. mail. Our team attends chamber events, business expos and also reaches out to small businesses through community events. Information about SBWIB services is frequently reported in press releases. We also communicate with small business through presentations that the SBWIB makes at city council meetings, which are generally broadcast on TV. Additionally, the SBWIB is a member of and actively participates in meetings held by the South Bay Association of Chambers of Commerce (SBACC) that represents 17 local chambers of commerce. SBWIB is included on the SBACC agenda each month and provides regular reports to the membership, which is made up of local chamber Presidents. We reach small business through our interactions with the Small Business Entrepreneurial Center, Small Business Development Center (SBDC), the United Small Business Alliance (USBA) and the South Bay Cities Council of Governments.

While all the foregoing activities link SBWIB to representatives of target industries, as described, our primary means of engaging industry leaders from priority sectors is through the sector partnerships we have developed in manufacturing, healthcare, construction and ICT.

V. Meeting Business Needs

As stated above, meeting the needs of businesses is the primary objective of the local workforce system. Among the principal ways that this is accomplished are:

Hiring and Recruitment: The AJCC system supports the hiring and recruitment of more than 15,000 people per year. Every month, the centers hold, on average, 14 hiring events for local companies, including those

that are just opening and others that are looking to add to their existing workforce. Examples of services to support hiring include posting of job announcements; broadcasting available jobs to candidates; and targeted recruitment and hosting/organizing job fairs.

Ensuring Job Candidates Are Prepared for Work: Businesses want workers with foundational skills (literacy and numeracy), core competencies (such as digital literacy and customer service skills), “soft skills” (including job readiness and work maturity skills) and “hard skills” (job-specific skills for work-related functions). The workforce system provides services to job seekers that prepare them in each of these crucial areas.

Training for the Existing Workforce: SBWIB continues to implement strategies for incumbent worker training, many of which are tied to career pathway programs being developed in cooperation with businesses and colleges.

Referrals to SBWIB’s Network of Partners: When SBWIB identifies non-workforce issues for which our business customers are seeking support, team members make referrals to partners such as local cities, the SBDC, and LAEDC.

SBWIB’s full menu of business services includes the following:

Recruitment
Posting of Job Announcements, Broadcasting Available Jobs to Candidates, Targeted Recruitment, Job Fairs
Hiring Support
Screening and Assessment, Job Matching and Referrals, Work Readiness Support
Workforce Training
On-the-Job Training, Customized Training, Apprenticeship Training, Incumbent Worker Training
Outplacement Assistance and Support for Lay-Off Aversion
Assessment of Workforce Needs, Rapid Response to Worker Dislocation, Job Retention and Lay-Off Aversion
Additional Direct Services to Businesses
Business Needs Assessment, Use of Facilities, Teleconferencing Service, Labor Market Information, Information on Business Incentives, Paid and Unpaid Internships, Job Analyses and Descriptions, Drug Testing and Background Checks, Specialized Information and Training, Employee Follow-up and Retention Support
Referrals to Partner Services
Municipal Agencies, Chambers of Commerce, Small Business Development Center, Small Business Administration, El Camino College Business Training Center, Economic Development, Business and Industry Associations

VI. Coordinating Workforce Development Programs and Economic Development

Coordinating SBWIB workforce programs with economic development occurs on a regular basis. Three primary local economic development partners are the South Bay Association Chambers of Commerce (SBACC), South Bay City Council of Government (SBCCOG), and economic development staff/functions of the SBWIB’s 11 member cities. One current example of our collaboration with economic development is the partnership between SBWIB and the SBCCOG in developing a regional broadband master plan, which is being coordinated among all regional stakeholders and sectors including: healthcare and social services, manufacturing and logistics, retail services, small businesses, start-up and tech companies, and local government. Going forward, SBWIB will be collaborating with numerous partners on one of the region’s biggest economic development projects in recent history - the new Inglewood football stadium. This massive project will provide enormous economic stimulus to the region and the SBWIB will be coordinating workforce programs around this development. It is estimated that nearly 10,000 jobs will be created to develop this multibillion dollar project. In sync with our sector focus, SBWIB will develop other workforce programs that

encourage economic development and that attract businesses to our region. To support this effort, SBWIB led a regional collaboration resulting in the creation of a business information tool - SouthBayBusiness.org. The site is designed to facilitate layoff aversion, business retention and business attraction efforts. It provides business and governments with asset mapping and the critical data they need to evaluate trends within the South Bay area.

VII. Linkage between One-Stop Services and the Unemployment Insurance (UI) Program

Using the federal Reemployment Services and Eligibility Assessment (RESEA) strengthens the linkages between the one-stop delivery system and unemployment insurance programs by providing an array of coordinated reemployment services that are staffed and coordinated by both AJCC and EDD staff. These include:

- Orientation to help claimants access self-service reemployment services offered at AJCCs through the resource room or virtually, with particular emphasis on accessing available labor market and career information;
- Registration with CalJOBS;
- Referrals to appropriate services offered through the AJCC; and
- Support in the development of the claimant's tailored reemployment plan, that must include work search activities, appropriate workshops, and/or approved training, and referral to an appropriate mandatory reemployment service or mix of reemployment services.

Rapid Response Services coordinated by SBWIB also strengthen linkages between the one-stops and the UI program. Typically triggered by receipt of a WARN notice about an impending event of worker dislocation, SBWIB's Rapid Response Coordinator initiates contact with business, labor and employee representatives to determine the type and extent of services needed, which may include: information on and assistance in filing for UI benefits; career counseling; resume development workshops; interview workshops; job search and job placement assistance; financial planning workshops, including mortgage assistance for homeowners; information on managing transition of health benefits and retirement accounts; specialized services for veterans; rapid reemployment; and other AJCC services.

D. Local America's Job Centers of California (AJCC) System

SBWIB oversees a one-stop system comprised of four AJCCs: Inglewood, Carson, Gardena and Torrance. The Inglewood One-Stop Business and Career Center is the flagship center, functioning as a full-service AJCC, with all three of the other centers also offering a wide array of career services, access to training and services for business customers. A variety of partners are co-located at various one-stop sites, while all are connected electronically. Together, the centers function as a system.

I. Ensuring Continuous Improvement

On behalf of the AJCC system, SBWIB has adopted a continuous quality improvement (CQI) system and AJCC certification process, which addresses: client services; AJCC/one-stop systems and initiatives; and centers' administrative practices. CQI practices are coordinated through work groups established among the centers. Centers may use the results of assessments conducted through these workgroups as the basis for

preparing responses to their Certification Applications. The process has been designed to ensure the continuous improvement of providers and to promote their delivery of high quality services to customers.

SBWIB's One-Stop Certification process incorporates the Malcolm Baldrige Criteria for Performance Excellence, with a focus on continuous improvement. The Baldrige Criteria are nationally recognized as being instrumental in stimulating improvements in competitiveness and business performance. Baldrige formulates a framework of intensive self-examination and assessment in seven categories of organizational behavior displayed by the local workforce system. These categories include: Leadership; Strategic Planning; Customer and Market Focus; Information and Analysis; Human Resources Focus; Process Management; and Business Results

One-Stop Center Certification is a formal designation. Certification requires an agreement between the center operator (lead agency) and the partners that establishes conditions under which a Center is operated. It requires, for example, that centers demonstrate consistency with SBWIB standards, such as the display of the South Bay One-Stop Business & Career Centers/AJCC brand name and signage.

SBWIB's certification review process takes place in two parts: 1) a desk review of the Certification Application package submitted by centers; and 2) an on-site review of centers operations. Once applications are received, they are assigned to SBWIB staff reviewers, who determine that the certification application meets baseline criteria. A Certification Review Team consisting of 2 to 5 WIB members or other WIB-designated independent evaluators conduct an on-site review. The Certification Review Team utilizes a structured evaluation instrument to assign scores based on their observations, review of documentation and interviews. SBWIB staff person takes notes during the on-site review and records key comments and recommendations from the team. Under the team's direction, SBWIB staff will produce a certification review report for all applicants and will issue letters on determinations of certification.

SBWIB uses the certification workgroups as means of sharing information with operations staff at the AJCCs and the certification process is a method for ensuring that center managers and staff translate new information, guidance and best practices into quality services.

II. Facilitating Access to the AJCC System

The service area covered by the SBWIB includes urban and suburban communities, all of which are served by physical one-stop centers located in reasonable proximity. To supplement the availability of information and services available through brick and mortar locations, SBWIB has developed and implemented on-line resources that address a variety of interests and service needs of key customers, including adult job seekers, youth and young adults and businesses. Among these are the following:

- SBWIB.org is the organizational website with information about the full range of the activities that SBWIB is involved in administratively and programmatically.
- SouthBay1Stop.org describes career services available to the public.
- SouthBayTraining.org: This e-Learning platform offers online education and training for business owners and their staff at an affordable price. Hundreds of quality workforce education videos are available to the public throughout the state of California and beyond.
- SouthBayJobs.org: This site links to our Facebook page, where we list available jobs, upcoming job fairs and training, including other upcoming events.

- SouthBayBusiness.org: The South Bay Area is home to some of the largest corporate organizations in the world. Southbaybusiness.org is a regional collaboration among South Bay Cities to help businesses in the South Bay to succeed in a competitive marketplace.
- SouthBayYouth.org: This SBWIB website is a portal for youth to find information about all of our programs in one place. It includes a complete listing of companies seeking to hire youth and a workshop calendar, a job search tool, and information on the SBWIB's two teen centers.
- SouthBayVeteran.org: This site is in the planning stages and will highlight services and programs available to veterans and transitioning service members at the Los Angeles Air Force Base.
- iCareInglewood.com provides information about a specialized youth program for at risk youth in the city of Inglewood.
- Cys-la.org: Centinela Youth Services (CYS) is a nationally-recognized leader in Restorative Justice. It strives to strengthen families and communities by empowering area youth (7- 21 years of age) to resolve conflicts and overcome obstacles in order to become successful students and contributing adults.

In addition to the foregoing web sites, the following social media channels are used to communicate with job seekers and stakeholders to distribute information on job opportunities, workforce programs, and other services.

- [LinkedIn](#): SouthBayWorkforceInvestmentBoard and South Bay One Stop Business & Career Center
- [Facebook](#): South Bay Workforce Investment Board; South Bay One Stop; Gardena One Stop; iCareInglewood; Inglewood Teen Center; Hawthorne Teen Center
- [Twitter](#): @SouthBayWIB; @SouthBayJobsCA; @iCareInglewood
- [Pinterest](#): SouthBayWIB
- [Instagram](#): SouthBayWIB; InglewoodTeenCenter; HawthorneTeenCenter
- News coverage, video presentations, and other forms of video communication are also being posted on [YouTube](#).

III. Accessibility for Persons with Disabilities

SBWIB complies with WIOA Section 188 and Title 29 CFR Part 38, the American with Disabilities Act of 1990, the Rehabilitation Act of 1973 and other applicable codes and regulations. SBWIB annually monitors compliance of its local one-stops/AJCCs and subrecipients to address any technical issues and or training needs of staff and partners. Also, on a biennial schedule, 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 EEO; Americans with Disabilities Act & 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; MOUs with one-stop partners; DoR is collocated; training is provided annually to one-stop staff; and a wide range of auxiliary resources are available at each AJCC, including technology aids.

Facilities

Architectural accessibility relates to the construction and design of facilities and sets standards that are similar to building codes. AJCCs must comply with the appropriate architectural accessibility standards whether or not a particular individual with a disability has requested a reasonable accommodation. AJCC staff ensures

that the physical location of the program is accessible for individuals who use wheelchairs or other mobility devices, taking into consideration stairs, the grade of slopes, and the width of doors. SBWIB certifies, based on the reviews described above, that its AJCC facilities meet federal and state requirements for system accessibility.

Programs and Services

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 will promote 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.

Assistive Technology and Related Services

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 for individuals with disabilities and are monitored annually for ADA compliance. DoR is consulted when technology is needed and is instrumental in providing guidance to one-stop staff. Assistive technology and related services include the following:

- Qualified interpreters on-site or through video remote interpreting (VRI) services
- Real-time computer-aided transcription services
- Written materials and the exchange of written notes
- Open and closed captioning, including real-time captioning
- Voice, text and video-based telecommunications products and systems, including text telephones (TTYs), videophones, and captioned telephones or equally effective telecommunications devices

For individuals who are blind or visually-impaired, effective communication may include the use of the following auxiliary aids and devices and strategies:

- Qualified readers
- Taped texts
- Audio recordings
- Braille materials and displays
- Screen reader software
- Magnification software
- Optical readers
- Secondary auditory programs (SAP)
- Large print materials
- Other effective methods of making visually delivered materials available

Materials

General marketing and recruitment materials (including photos and advertisement copy) for the AJCC mention individuals with disabilities as a target group served by the centers, contain positive images of individuals with disabilities, and indicate a commitment to hire and/or effectively serve individuals with disabilities. Marketing and recruitment materials also describe services available to individuals representing the full range of physical, mental, cognitive, and sensory disabilities, and images show diversity in the portrayal of individuals with disabilities. Informational resources are disseminated and advertisements are made through a broad range of media sources (e.g., social media, web-based education, billboards, newspaper outlets, television, radio, public service announcements, and other public information and community outlets) including, but not limited to, media targeted toward individuals with disabilities. Presentations to community organizations, partner agencies, job seekers, and others explain that individuals with challenges to employment, including individuals with disabilities, are encouraged to take advantage of SBWIB programs and services offered at the AJCC. Using the technology resources described above, individuals with disabilities are able to access materials

Staff Training and Support

Staff training and support for serving of individuals with disabilities is provided and made available to everyone working at the AJCC. This includes:

- Training for line staff and supervisors to ensure universal access to services and activities and nondiscrimination/equal opportunity, including training on topics such as confidentiality, privacy and disclosure of disability;
- Training to assist staff in conducting outreach to the disability community;
- Cross-training is co-facilitated by DoR and AJCC representatives to promote relationship-building between various partner agencies in areas such as: job search techniques, job development, employer negotiation, and job support ;
- Strategies related to individualized employment services; and
- Manuals, guidelines, resource directories, and other materials are used by staff to facilitate their access to resources for customers with disabilities.

SBWIB has formed a new working relationship with ARC Mid-Cities to develop programs and training opportunities for people with intellectual and developmental disabilities and to gain employment. ARC Mid-Cities is a CARF-accredited provider and will support our AJCCs in providing resources and cross-training to staff.

IV. Roles and Resource Contributions of the AJCC Partners

Roles and resource contributions of the AJCC partners are embedded with the language of the one-stop MOUs, as described below.

Partner Roles

Phase I MOUs address service coordination and collaboration among the AJCC partners and spell out their roles. Based on the language pertaining to all MOUS, in the aggregate, the AJCC partners agree to participate in joint planning, plan development, and modification, to result in:

- Continuous partnership building between all parties to this agreement;
- Continuous planning responsive to regional State and Federal requirements;
- Responsiveness to local and economic conditions including employer needs;
- Adherence to common data collection and reporting needs;
- Making service(s) applicable to the partner program available to customers through the one-stop delivery system;
- Participation in the operation of the one-stop system, consistent with the terms of its particular MOU and requirements of authorized laws; and
- Participation in capacity building and staff development activities in order to ensure that all partners and staff are adequately cross-trained.

Partner Contributions

Partner contributions are described in Phase II MOUs, which address methods for sustaining the unified one-stop system described in Phase I through the use of resource sharing and joint infrastructure cost funding.

SBWIB and the AJCC partners have agreed to share costs to operate the comprehensive One-Stop (South Bay One-Stop Business and Career Center - Inglewood). Contributions will be shared for both infrastructure costs (i.e., rent, utilities, maintenance, equipment etc.) and other costs including WIOA career services. Infrastructure costs will be proportionately shared by collocated partners based on service benefit and FTE methodologies. Other costs, including agreed upon career services (i.e., initial intake, assessment) will be shared by AJCC partners and based on factors such as receipt of benefit and or partner referral. Costs for the One-Stop delivery system will be agreed upon through an Infrastructure Funding Agreement (IFA) and budget identifying partner payment methods as cash, non-cash (in-kind) and or 3rd party contributions. The infrastructure funding agreement, IFA will be solidified before June 30, 2017.

V. Memoranda of Understanding

SBWIB has executed WIOA Phase I MOUs with all core program providers and required partners. All Phase II MOUs are in process and will be executed by June 30, 2017. MOUs are included as Exhibit 3 of this Plan.

VI. Coordination with WIOA Section 166 Grantees

The Southern California Indian Center, Inc. (SCIC) is a longstanding SBWIB one-stop/AJCC partner, operating programs from service centers in Los Angeles and Orange County. SCIC has membership on the South Bay Workforce Investment Board and is active on SBWIB's One-Stop Policy Committee. In keeping with our existing MOU, the SCIC refers customers to South Bay AJCC activities, including orientations and customized information sessions on career pathways and training. The organization frequently participates in SBWIB-sponsored job fairs, hiring events and youth employment activities. SCIC's representative on the board has served as an evaluator in the One-Stop Certification process. The organization is electronically connected to SBWIB's one-stop system.

VII. Coordination with WIOA Section 168 Grantees

There are no WIOA Section 168 grantees actively serving the local area. However, adjacent counties (including Ventura, Kern, and Riverside) count agriculture as a significant sector within their regional

economies and it is not uncommon for farmworkers and family members to access services in Los Angeles County. Therefore, SBWIB through its partnership with the LA-Ventura California Employment Development Department which provides Migrant Seasonal Farmworker programs in Oxnard, CA we are able to access and connect additional support resources using a single point of contact. Also, we are able to access the La Cooperativa Campesina de California, which functions as the statewide association of agencies implementing and administering WIOA Section 168 farmworker services. These programs provide services including English skills training, child care for working parents, legal services and guidance on immigration and citizenship.

VIII. Facilitating Access to Regional Sector Pathway Programs

Over the last several years, our AJCCs and the entire workforce system led by the SBWIB have become increasingly sector-focused. Much of this emphasis is the result of the direction provided by our industry-led sector partnerships in manufacturing, ICT/digital media, construction and healthcare. As a system, the network of partners and stakeholders has turned its attention to industries for which priorities have been established, recognizing that these sectors offer the greatest promise in terms of creating employment within the region and to offer pathways to the middle class. As described, several career pathways programs have been developed locally, with many of the training programs being our education partners and business. The AJCCs have been effective in making job seekers aware of such programs and the value they offer in terms of employment potential. The AJCCs are perfectly situated to serve as on-ramps to regional sector pathways, as they have to capacity to both promote initiatives and to guide job seekers to the best opportunities. Veterans, disconnected youth, returning offenders, persons with disabilities, English language learners and others with barriers to employment are drawn to the AJCCs because they provide specialized services and support (e.g. the Disabilities Employment Initiative, LVER/DVOPs) and access to resources, such as clothing, transportation and childcare. SBWIB is prepared to review and adopt other programs developed throughout the region. As more sector pathways are developed, SBWIB AJCCs will promote these programs through media at the center and on-line, during orientations and by customizing career exploration and career counseling resources for targeted industries

E. Specific Programs, Populations, and Partners
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The following responses address approaches, strategies and priorities of the SBWIB with regard to specific programs, populations and partners.

I. Coordination with Regional Economic Development and Promoting Entrepreneurial Skills

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

Coordination with Regional Economic Development

SBWIB works closely with economic development officers within the area's eleven cities, meeting on a regular basis with the South Bay Cities Council of Government's Economic Development Directors Roundtable Group. As part of an area-wide business attraction, retention, and layoff aversion strategy, cities that identify a business in need of support will organize a Regional Economic Development (RED) team. The purpose of

the RED Team is to organize economic development strategies for business attraction or to swiftly respond when a local company indicates it is in distress or is considering leaving the area for other reasons. Many times a company will reach out to the SBWIB or a local city for help and/or advice in anticipation of difficulties ahead. When this happens, a group of economic development professionals are pulled together to meet with the company to discuss options and financial incentives that may be available to them. RED team support comes from representatives of: SBWIB; city economic development staff; LAEDC; GO Biz - the California Governor's Office of Business and Economic Development; and representatives from Southern California Edison. An example of a RED Team at work occurred during the development of this Plan. A Torrance-based firm was considering relocation out of state to take advantage of a more favorable business climate and support for the business' growth needs in terms of infrastructure, space requirements and hiring needs. LAEDC and City representatives brought together representatives from all of the foregoing agencies to help to develop strategies and craft a plan for business retention. This work is in progress.

Based on existing positive relationships, SBWIB is open to working with LAEDC, GO BIZ and others on developing strategies for increasing the integration of workforce development in economic development strategies, including industry engagement about training needs and the development of regional sector pathway programs.

Promoting Entrepreneurial Skills Training and Microenterprise Services

SBWIB is currently working with CSUDH to develop a "Pathway to Self-Employment: Small Business Management" Certificate Program as a resource for training entrepreneurs. A number of workers previously employed by large companies, such as Toyota and Boeing, along with other job seekers, have expressed an interest in training to start their own businesses. CSUDH is developing a curriculum that would teach not only general business and start-up skills, but strong business management skills, so that the resulting certificate could also be used as validation of business training for individuals deciding not to pursue self-employment. Non-certificate entrepreneurial training and general business support is also available through workshops and on-on-one guidance by the South Bay Chambers of Commerce and the Small Business Development Center at El Camino College. Additional resources for entrepreneurs and microenterprises are available on-line through the short courses on SouthBayTraining.org.

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

Between our description of the local workforce system (Section B.I) and the extensive information provided regarding SBWIB's local AJCC system (Section D), SBWIB's Local Plan provides a comprehensive overview of the type and availability of workforce services within the local area. In addition, though descriptions of career pathway programs and local options for training (in Section I, below), information is provided regarding the variety of options adults and dislocated workers have for training.

Overall, SBWIB's services for adults and dislocated workers are distinguishable by way of two key characteristics. The first is their demand-driven focus. SBWIB's efforts in convening industry leaders through our Sector Partnerships are strategic. We understand that many opportunities exist within the local and regional labor market for job seekers and incumbent workers to secure or move up in quality jobs. Therefore, SBWIB concentrates on working with our education partners and others to develop strong, industry-responsive courses and programs to prepare our customers for career path employment. The second feature that sets SBWIB programs apart is our emphasis on providing services to address the barriers that many residents have with regard to securing work and to succeeding in training for quality jobs. Not only do we

work directly with our education partners to ensure that basic skills and English language training are accessible to bridge education and learning gaps, but (as earlier described), SBWIB offers a wide range of unique interventions to make work experience and vocational training available to the re-entry population, TANF clients, persons with disabilities, homeless individuals and veterans.

III. Coordination of Rapid Response Activities

SBWIB has developed an effective rapid response program, which, over the last two decades has assisted tens of thousands of workers displaced from hundreds of companies that ceased operations or experienced significant reductions in their workforce. Typically triggered by receipt of a WARN notice about an impending event of worker dislocation, SBWIB's Rapid Response Coordinator initiates contact with business, labor and employee representatives to determine the type and extent of services needed, which may include: information on and assistance in filing for Unemployment Insurance benefits; career counseling; resume development workshops; interview workshops; job search and job placement assistance; financial planning workshops, including mortgage assistance for homeowners; information on managing transition of health benefits and retirement accounts; specialized services for veterans; and other one-stop services.

Over the last several years, SBWIB has adapted our approach to the delivery of rapid response services to one that is proactive rather than merely reactive. With this evolution, the SBWIB's focus is on layoff aversion and business retention. We actively seek to identify businesses in distress and, as described, our staff works with local and regional RED team partners to provide assistance with training, cost reduction, financing and other services that will enable success and help avert closure or layoff. In addition to following the policy framework and procedures laid-out in EDD Directive 16-04 concerning "Rapid Response and Layoff Aversion Activities," SBWIB works closely with each of the cities represented by our joint powers agreement. To identify businesses in need of support to sustain or expand operations.

IV. Youth Workforce Development Activities

SBWIB has a long history of success utilizing "All Youth One System" as a framework to address the significant barriers facing youth. This system promotes coordination with education, community, public and industry partners for implementation of services for all young people needing assistance. All Youth One System has been awarded the "Architect of Change – Innovation in Customer Service Award" by DOL and the National Association of State Workforce Agencies and was designated as a best practice. The System has been adopted by 70% of all boards in California, including the SBWIB, as a youth-centered process through which community partnerships can:

- Ensure a full range of services and opportunities for all youth;
- Leverage local resources;
- Coordinate services among schools, public programs and community organizations; and
- Provide on-going leadership and support for change, quality and continuous improvement.

From our 4 AJCCs and 2 Teen Centers, SBWIB provides the full range of WIOA services for in-school and out-of-school youth. As described in Section B.2, special initiatives, funded by both WIOA and non-WIOA resources, include the following:

Fit for Gold Tutoring & Fitness Academy was established by the SBWIB in response to declining student test scores and the alarming increase in cardio vascular disease and diabetes among children due to a lack of exercise and poor nutrition. Fit for Gold is designed to help youth (8-18 years of age) improve nutrition and physical fitness; improve academic performance; develop citizenship and leadership skills; develop basic workplace competencies; and increase career awareness. The project includes an infrastructure of twenty-four after-school programs throughout area serving more than 1,500 elementary and middle school students annually. It also leverages workforce, education and community resources to provide an integrated service delivery system that assists students in attaining a 98% high school graduation rate and a 93% college enrollment rate.

Bridge to Work (BtW): The overall goal of BtW is to transition vulnerable youth, 14-24 years of age, from school to careers and from tenuous life circumstances into economic self-sufficiency. BtW employment and training services are targeted to assist school dropouts, foster youth, juvenile offenders, homeless and runaway youth and gang-involved youth. The program serves more than 200 youth annually through extensive referral linkages with L.A. County Probation, Hawthorne and Inglewood Police Departments, L.A. County Children and Family Services and Centinela Youth Services Restorative Justice Center. South Bay One-Stop Business & Career Centers Youth Services implements the program in Inglewood, Hawthorne, Lawndale, Gardena, Carson, and Torrance leveraging resources and integrating services. BtW provides integrated academic enrichment and job training services connected to an extensive network of work-based learning opportunities.

Teen Centers: The SBWIB has operated Teen Centers for more than eight years in collaboration with education and community partners. The Teen Centers provides positive alternatives to delinquent behavior by offering after-school academic and enrichment services to an average of 40 teens, ages 14-18, daily. The need for and benefits of after-school programs is well-documented. "Invest in Kids", a bipartisan anticrime organization led by police chiefs, sheriffs, prosecutors, victims of violence and leaders of police officer associations has found through a series of studies that violent juvenile crime is most likely to occur between 3 pm and 6 pm and that youth are more likely to engage in risky behaviors - smoke, drink, or do drugs - during these hours. A variety of program evaluations suggest that participation in after-school programs can lead to increased engagement in learning, social skills development, decreased deviancy and other positive outcomes, especially for struggling students.

Community-Based Services: Community-based vocational and apprenticeship training providers include YouthBuild and Job Corps, both of which provide basic skills education and hands-on pre-apprenticeship training in construction and related manufacturing occupations. Adult Schools provide GED prep and a variety of vocational education and customized training programs. Centinela Youth Services (CYS), which operates the Everychild Restorative Justice Center, is co-located at the Inglewood AJCC and provides mediation and conflict resolution services, including an evidence-based Victim Offender mediation program soon to be listed on the National Registry of Evidence-Based Programs and Practices. CYS also refers adjudicated and pre-adjudicated juvenile offenders to the One-Stop centers for employment and training services and, in turn, connects participants referred by the One-Stop to in-kind County-approved mental health, substance abuse and counseling services.

Strategic Approaches to Serving Youth with Disabilities: The SBWIB is working in partnership with the Department of Rehabilitation to provide training to staff as well as joining a monthly partners meeting where programs and resources are discussed for individuals with disabilities. The SBWIB also works closely 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. In addition, SBWIB has partnered with the Friendship Circle to provide staff with the training needed to work with individuals with disabilities. Through the partnership, Friendship Circle youth who have expressed a desire to work receive opportunities for paid work experience related to their career pathway or as coaches in support of programs working with individuals with disabilities.

V. Coordination of Workforce and Education Services

Throughout the Plan, there are many references to programs and services that have been developed in partnership between SBWIB and CSU Dominguez Hills, El Camino College and local K-12 education agencies, along with the adult schools they operate. El Camino College and the various school districts represent the WIOA core programs and MOUs with these agencies are in place that describe approaches that the SBWIB and education providers will take to seek alignment and avoid duplication. In particular, they describe processes for cross referrals and opportunities for co-enrollment, co-case management and to track outcomes for WIOA participants enrolled in training. The historically close alignment between SBWIB and our education partners has been made even stronger by the development of consortia at both the adult education and community college levels. In addition, more than two years ago, SBWIB, along with other WDBs and the community colleges in Los Angeles County formed a committee to work toward alignment of sector strategies, career pathway programs, data management, industry engagement and more. The work of this committee is on-going and will continue to be a resource for coordinating strategies and services with our education counterparts.

Working with our education partners, coordination and collaboration are achieved around a variety of initiatives, including the following:

Developing Career Pathway Programs: Many of the sector-focused programs that SBWIB has developed include strong roles for both the school system and El Camino College. Regular dialog and planning with education agencies, including their participation in SBWIB's Sector Partnership committees, facilitates development of efficient and business-responsive curricula. SBWIB initiated the Los Angeles Basin RPU's coordinated effort to develop a Healthcare Case Coordination Program under Slingshot.

Establishing Earn and Learn Models: The Bridge to Manufacturing, business-based academies and Fit for Gold have all been developed in collaboration with local education partners.

Adopting Strategies for Better Results: With school districts paying a portion of the salary, SBWIB has added a school liaison position to promote strong recruitment, communication and follow-up efforts for WIOA and SBWIB's special project programs.

VI. Coordination of Support Services

As a primary resource for participant support, SBWIB relies on relationships with core and other mandated one-stop partners. Supportive services available through these programs (based on individual eligibility), include, but are not limited to, transportation, childcare, healthcare, uniforms and work-related clothing, tools, assistive technology and materials for individuals with disabilities, temporary shelter, and counseling. MOUs with local partners, including agreements on resource sharing, provide a framework for the coordination of support services among partners. Community-based partners provide a variety of support services. St. Margaret's provides emergency food and shelter, as does Faithful Central Church, US Vets and Volunteers

of America; Dress for Success outfits job seekers in business attire; and Crystal Stairs offers low cost child care. SBWIB is also aware that participants in classroom training and other services that last more than a few weeks will have significant needs to enable their participation in and completion of training and other services. The need for support services and a precise plan to assemble and deploy them on the participant's behalf are outlined in an individual employment plan. Because the need for transportation services is ubiquitous, SBWIB works with LA Metro, local bus lines, and public agencies and programs to arrange for discounted and free services to get participants to training and services.

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

Through a strong working relationship with EDD at the AJCCs and at the policy level, SBWIB ensures that Wagner-Peyser and WIOA services are well coordinated and that they are used to supplement (rather than duplicate) one another in providing services to job seekers. Coordination between these core programs is outlined in the MOU between SBWIB and EDD. Furthermore, in terms of service delivery, all AJCC partners utilize universal registration forms, CalJOBS and a common cross-referral process, ensuring consistency in capturing basic customer information, recording that information and matching job seekers to resources that will meet their needs. To promote on-going success in collaboration, regularly scheduled staff meetings and cross training sessions are conducted on behalf of all partners. Co-case management with EDD services, including those funded by Wagner-Peyser, helps support system coordination. This occurs between the one-stops and the EDD-managed programs/services: Youth Employment Opportunity Program; DVOPs & LVERS; and Trade Adjustment Assistance. The programs also work together on job development activities; shared job recruitments; coordinated job fairs; co-facilitated workshops; employer outreach; and marketing on-the job training, paid work experience agreements, customized training options, state bonding programs and work opportunity tax credit and other incentive programs.

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

In November 2016, the California Department of Education (CDE) released its Program Year 2017–18 Workforce Innovation and Opportunity Act Title II Adult Education and Family Literacy Act Request for Applications (RFA). Under this solicitation, responses are due in two phases. General responses are due on February 10, 2017 and supplementary responses are due on May 15, 2017. The second due date provides the opportunity for applications to be compared to state-approved Local Workforce Plans. The RFA indicates that, from May 17 through 30, 2017, LWDBs will review WIOA, Title II grant applications for consistency with LWDB plans. The CDE will provide each LWDB the grant applications from eligible providers within the Local Workforce Development Area. SBWIB will assemble a committee to review applications to ensure that they are aligned with the goals of our Local Plan with regard to: 1) English Language; 2) Adult Basic Education; and 3) Adult Secondary Education (high school diplomas or equivalency). The CDE will consider the recommendations of the LWDBs in making the grant award determinations.

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

IX. Services for Limited English Proficient Individuals

SBWIB has strong, effective referral relationships with local education agencies that provide instruction to youth and adults in English language skills. At any given time, Centinela Valley Union High School District, Inglewood Unified School District, Redondo Beach Unified School District, Southern California ROC, Torrance Unified School District and Los Angeles Unified School District offer dozens of English-as-a-Second Language (ESL) courses for learners at various levels of proficiency. AJCC staff indicate that, as referrals are made from the centers to the ESL providers, students are normally able to register for the next available start date, although there are sometimes waiting lists. Another drawback for many of the classes offered by our public education partners is that their programs run on a semester or trimester schedule.

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

F. Grants and Grant Administration

As described below, SBWIB administers WIOA grant funds within the local area in compliance with the requirements of the statute and applicable federal regulations.

I. Entity Responsible for Disbursal of Grant Funds

The SBWIB operates under bylaws adopted on July 20, 2000. Pursuant to the bylaws, on December 12, 2012, an amendment was made, under which, the City of Inglewood was selected as the Administrative Entity and Chief Local Elected Official (CLEO) for the South Bay Workforce Investment Area. Under an agreement with the CLEO, the South Bay Workforce Investment Board, Inc. (SBWIB, Inc.) acts as the Designated Administrator on behalf of the City of Inglewood and is the recipient of Workforce Innovation and Opportunity Act (WIOA) grant funds. SBWIB, Inc. provides administration and oversight of state and federally-funded job training and employment service programs, including WIOA, for the South Bay Workforce Development Area. SBWIB, Inc. is responsible for disbursal of grant funds described in WIOA Section 107(d)(12)(B)(i)(III).

II. Process for Awarding the Sub-Grants and Contracts

In accordance with WIOA Sec. 184(a)(3)(A) and 2 CFR 200, the SBWIB uses a competitive procurement and award process for all sub-grants and contracts.

Method: This method is used where one or more sources and offers are submitted using either a fixed price or cost-reimbursement type contract award. Competitive proposals are specifically sought and used when factors other than price are important in the selection decision.

Process: The Request for Proposal (RFP) process includes the scope of work, applicant eligibility requirements, the method for scoring the proposals, the deadline for receipt of proposals and the dispute process. A public notification of the solicitation, with instructions on where to obtain the RFP, is made available. A bidders' conference is held to allow interested parties to gain a complete and clear understanding of the RFP and to submit questions. Each proposal is reviewed and evaluated as to the merits under provisions of the RFP. Proposal review includes a cost analysis. A review committee scores proposals and makes a recommendation to the Board as to which proposal(s) best meets the stated requirements/objectives of the RFP. Upon notification of award to the successful bidder(s), a notice of intent to award is issued, followed by contract development and execution. If only one proposal is received and that proposal does not achieve a passing score or is otherwise deemed non-responsive, a noncompetitive or sole source process may be used.

G.	Information Pertaining to Performance Goals
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Following are the performance goals negotiated with between SBWIB and EDD's Workforce Service Division leadership on behalf of the Governor and the SBWIB's chief elected officials. The negotiated indicators of performance are:

Adult, Dislocated Worker, and Youth Program Goals

- The percentage of program participants who are in unsubsidized employment during the second quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 2nd quarter after exit).
- The percentage of program participants who are in unsubsidized employment during the fourth quarter after exit from the program (for Title I Youth, the indicator is participants in education, or training activities or employment in the 4th quarter after exit).
- The percentage of program participants who attain a recognized postsecondary credential, or a secondary school diploma or its recognized equivalent, during participation in or within 1 year after exit from the program.

PY 2016-17 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	65.0%	68.0%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	62.5%	66.5%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,957	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	52.9%	60.0%	54.7%	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Performance Goals				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	68.0%	71.0%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	65.5%	69.5%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$5,157	\$7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	55.9%	63.0%	57.7%	Credential Attainment within 4 Quarters After Exit

Goals Exclusive to Adult and Dislocated Worker Programs

- The median earnings of program participants who are in unsubsidized employment during the second quarter after exit from the program.
- The median earnings indicator was proposed for Title I Youth in the state plan, but due to insufficient data for use in the adjustment model, it was determined that Youth median earnings to be a “baseline” indicator.

The goals are applicable to fiscal years 2016-17 and 2017-18. SBWIB has successfully negotiated and accepted the PY16-17 WIOA Statewide Performance Standards. These same standards have also been accepted by the other six boards in the Los Angeles Basin RPU. SBWIB understands that performance levels for PY17-18 may be revisited prior to the start of that program year.

H.	Information Pertaining to Federal High Performance Criteria
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In addition to assessing the effectiveness and ensuring the continuous improvement of the AJCC system (as discussed in response to item D.I), SBWIB will meet state guidelines associated with existing state policies dealing with WIOA Adult Program priority of services and MOUs.

I. Compliance with State-Issued AJCC Policies

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

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

Details on SBWIB’s approach to ensuring compliance are described below.

Compliance with WIOA Adult Program Priority of Service

SBWIB maintains compliance with Adult WIOA Program Priority of Service mandates expressed by federal and state guidance (TEGL 10-09 and WSD 15-14) by adopting, and implementing corresponding policies and procedures at the local level. Furthermore, we ensure knowledge of procedures permeates our service delivery system by providing training to all one-stop staff, partners and contractors.

With respect to individualized career services and training services funded under the WIOA Adult Program, SBWIB ensures that priority access is provided in the following order:

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

In addition, local area MOUs (as described in Section D) acknowledge these Priority of Services 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..

Additional information is provided under Item L-III (below) regarding processes utilized in SBWIB programs to ensure compliance with WIOA Adult Program Priority of Service requirements.

Compliance with WIOA Memorandums of Understanding – Phase I

State Directive on this topic (WSD15-14) indicated that Phase I MOUs were to address service coordination and collaboration among the AJCC partners. These MOUs were to be completed by June 30, 2016. SBWIB complied with this requirement and MOUs are included as Exhibit 3 to this Plan.

Compliance with WIOA Memorandums of Understanding – Phase II

Phase II of the MOU development process is intended to address methods for sustaining the unified system described in Phase I through the use of resource sharing and joint infrastructure cost funding. SBWIB and partner representatives are currently in negotiation on this matter. Phase II MOUs will be completed prior to July 1, 2017, in compliance with WSD 16-09.

I. Information on Training Activities
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Customers using SBWIB's AJCCs come to the system with a variety of work experience, backgrounds and skill levels. The team at the centers, which includes both WIOA-funded staff and representatives of partner agencies, is prepared to assist customers in accessing the resources and services they need to secure employment. In many cases, this will include training. Early on in their experience at the AJCC, customers participate in an orientation process through which they become familiar with the many training options available, from various work-based learning opportunities to hundreds of courses listed on I-TRAIN and group-size classes providing instruction for a particular occupation or industry.

The following information demonstrates the ways in which SBWIB effectively utilizes both individual training accounts (ITAs) and cohort training on behalf of job seekers using our system. In addition, this summary describes the process that ensures informed customer choice precedes enrollment into either training modality.

Provision of ITA Training

The availability of training is incorporated into orientation and information sessions at all South Bay One-Stop Business & Career Centers/AJCCs. Following these sessions, individuals interested in individualized services are assessed with regard to basic skills levels, interests and aptitudes. Assessments are part of the information used by Case Managers to assist job seekers in developing employment and/or training goals. If a customer is interested in training, research is assigned. The customer must use the I-TRAIN system to identify approved training courses and review labor market information (LMI) using ONET. The job seeker must complete an LMI Survey, interview industry professionals, complete a training questionnaire, and prepare an education/training profile. The goal of the assigned research is for customers to determine the requirements of the job, how the occupation fares with regard to current and projected demand and how well aligned the occupations appear to be to their interests and goals. Case Managers will review the research results with customers and will help them review options.

Enrolling Job Seekers in Cohort Contract Training Programs

While ITA's and use of the roster of courses on I-TRAIN remain the primary methods for enrolling job seekers in training, SBWIB will fund group size, cohort training when there is a particular reason to do so. Typically, a community college or other training provider will offer a class (or series of classes) to meet a hiring need for a business or as part of a specialized training initiative. An example of the later is the "Bridge to Manufacturing" program, through which a group of 50 students (4 cohorts) were enrolled by the AJCC in a Machine Tool and Welding courses at El Camino College. Students in the program also participate in an internship, where they received hands-on training and experience as a Welder or Machine Tool Operator. Those completing the course earn an industry-recognized certificate.

Ensuring Customer Choice in Training Selection

By design, the SBWIB's process for participants' selection of training options from the I-TRAIN system promotes customer choice. As described, prior to being able to take advantage of an ITA, customers are required to conduct research about the labor market, the availability of jobs and schools that offer courses or programs related to their career interests. With support from experienced career counselors, job seekers needing to address skill gaps select providers that offer the training that is best suited for that purpose. Choice is based on factors including content, results (former students' success in training-related employment), training schedule, start date, proximity and cost.

For participants electing to enroll in cohort training, customer choice may not appear quite as clear as it does with ITA. When SBWIB sponsors a particular class, both the WIB and the training provider promote the class publicly to potential students, emphasizing its features and benefits, including employment opportunities available to those completing the training. To ensure that customers expressing interest in a cohort training opportunity make an informed choice, staff uses the orientation process to ensure that each participant understands the full range of services and training that is available through the AJCCs and partner agencies. Only after this orientation can customers be enrolled in a cohort training program.

J. Transparency, Accessibility and Inclusiveness

SBWIB has provided multiple distinct opportunities for partners, stakeholders and members of the public to participate in planning and provide input on the Local Plan.

Involvement of Partners in the Planning

Regional Planning Stakeholder Forums: Knowing that each Local Plan is part of the Los Angeles Basin Regional Plan and recognizing that stakeholder contributions to the regional planning process would benefit the larger system, SBWIB chose to use regional stakeholder forums as a primary means for gathering input during the planning process. The local WDBs within the RPU organized a series of 19 forums addressing five broad topics tied to the issues posed by the regional and local planning guidance. The sessions cross-convended various stakeholder groups (CBOs, educators, organized labor, business, and elected officials), resulting in highly informative dialog and a productive exchange of ideas on strengthening the workforce system. SBWIB hosted a forum on two main topics: Workforce and Education Resources and System Accessibility. Information from this forum was shared with boards across the RPU and information from other forums was made available to the SBWIB. These sessions, therefore, not only informed the Regional Plan, but the various Local Plans.

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

Engagement with Industry and Businesses Leaders: SBWIB's 2013 WIA 5-Year Strategic Workforce Plan earned the board high performing WIB status, and, while that was significant, more meaningful was the sector focus that the planning process brought to the local workforce system. Over the last four years, SBWIB staff and partners have been deeply engaged in discussions with representatives of key sectors about their workforce needs. SBWIB is one of the few boards in the State to have developed and maintain sector partnerships that meet regularly to address hiring, training and other workforce needs. During intensive periods of Local Plan development (August 2016 through January 2017), each of the sector partnership groups have met at least once, and most met twice. The same applies to our unilateral apprenticeship committee, which met in August and December 2016. Partnership committee discussions are contributing to the development of sector strategies and to career pathway programs. Sector-focused dialog with business and partners is on-going and has had a significant impact on SBWIB's 2017-2020 WIOA Local Plan.

SBWIB Meetings: Substantial planning takes place under the leadership of the board. SBWIB's board is made up of an impressive slate of leaders representing business, labor, education, economic development and the community. In addition, SBWIB's Youth Council includes the leaders of multiple schools and college districts including 10 Superintendents, 1 State Trustee, 3 community college Presidents and 1 community

college Vice President. During their meetings, board members, staff and individuals representing the public have established priorities that are embedded within the programs and services described in this plan.

Public Comment and Review

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

Public Notice: A public notice announcing the availability of the Local Plan for review and comment was placed in the Daily Breeze, which targets communities in South Bay region, on January 31, 2017. The notice, which was available, both in print and on-line, and informed the public about: 1) the release of the Local Plan for comment; and the scheduling of a public meeting regarding the Plan on February 9, 2017. The notice of the Plan's availability was also made available on SBWIB's website.

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

Public Meeting on Local Plan: On February 9, 2017, SBWIB hosted a Public Meeting on the Local Plan. The meeting included a summary presentation on the Plan and those in attendance were provided the opportunity to submit written comments or provide verbal testimony. The presentation also included an overview of the Los Angeles Basin Regional Plan. A copy of the presentation used to introduce the Plan is included as Attachment 5.

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

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

K. Common Intake and Case Management Efforts

The one-stop partners worked with SBWIB managers and staff to develop a common registration form that serves to capture basic information about potential customers that can be used to establish baseline needs and identify resources to address those needs. The following information provides an overview of intake, casement and co-enrollment that occurs through system collaboration at the AJCCs.

Intake and Case Management

At the initial visit to the AJCC, each customer completes a common registration form prior to accessing universal services. The form solicits basic information on employment status, potential employment barriers and customer characteristics, which is the first point of assessment of need and "priority of service" status (e.g. TANF, veteran, offender, out of school youth or long-term unemployed). Information from the common registration is recorded into SBWIB's I-TRAIN system, through which data can easily be converted and

transmitted into the CalJOBS system at the point of program intake/eligibility and enrollment into WIOA services or partner programs. Information from the initial intake process is used to determine not only priority status, but to identify potential service needs and providers. This is the first points at which referrals are made. For customers wanting to pursue individual WIOA career and training services, a program-specific intake is completed, along with skills and interest assessments that help to inform service plans. At this point, referrals may also be made based on additional needs that have been identified and on the features of the service plan. Co-enrollment occurs when a customer is enrolled in programs and services by two providers or funding sources. Examples includes enrollment in WIOA and TAA or TANF and WIOA. Depending on the provider, funding source and services, some customers may be co-managed in that information is shared, to the extent permissible, regarding participation, progress and outcomes.

Tracking of Co-enrolled Individuals

While co-enrollment is achieved simply by two programs providing unique services to meet various needs of a customer, co-tracking is harder to achieve, as public and private providers and programs tend to use different, and often incompatible, systems. SBWIB is retooling our on-line referral process that will be accessible to core AJCC partners to facilitate co-enrollment activities. Tracking of individuals across programs will still be done by information sharing between staff, rather than data sharing within a system until common or compatible data management systems are adopted by the core programs. Negotiations regarding integrated data systems will likely occur at the state level.

L.	Miscellaneous Information
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The following information is provided to address those items labeled within the Plan guidance as “miscellaneous.”

I. Availability of Local Plan to Title II Program Applicants

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

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

II. Ensuring Priority of Service Requirements

As described in Section H, SBWIB maintains and communicates policies to ensure that federal and state guidelines for WIOA priority of service are met. There are various points during the early stages of client

interaction when applicant characteristics can be identified so that staff can execute service priority. AJCC messaging informs veterans of priority. In addition, print materials and orientations may quickly inform first time visitors of their qualifying for priority of services. Most often, staff will glean information from a common registration form that is completed prior to participation in services. Any priority of services characteristics not identified at this point will be identified as individuals complete the WIOA intake, assessment and enrollment process.

III. Nexus of Local Plan to the Regional Plan

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

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

SBWIB's Local Plan has benefitted significantly from the regional planning process, led by the WDBs within the region, including activities used to gather stakeholder input. Much of the information provided within the Local Plan, from industry engagement to sector strategies and career pathways, is provided context by the Regional Plan. SBWIB has identified various regional goals that will require support from the local level and has built action on this support into our goals.

M.	Local Board Assurances
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Included as Exhibit 1 is the required "Local Board Assurances" form, signed by the Chair of the Workforce Development Board and Chief Local Elected Official for the SBWIB.

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

O.	AJCC Memorandums of Understanding (MOU)
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Included as Exhibit 3 are fully executed MOUs.

P.	Provide the Local Area Grant Recipient Listing Using the Form Provided
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Included as Exhibit 4 is the Grant Recipient Listing Form signed by the Chief Elected Official for the SBWIB.

Q.	Provide a Copy of Local Board Bylaws
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Included as Exhibit 5 is a copy of the SBWIB Bylaws.

R.	Provide Program Administration Designee and Plan Signatures
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Included as Exhibit 6 is the required “Program Administration Designee and Plan Signatures” form, signed by the Chair of the Workforce Development Board and the Chief Local Elected Official for the SBWIB.

S.	Provide a Summary of Public comments received that disagree with the regional and local plan.
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The Summary of Public Comments form is included with this Plan as Exhibit 7. *(form to be completed at conclusion of the public comment period).*

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

Local Area Operations and Service Delivery Goals

1. Increase the marketing and visibility of career pathway programs and workforce services using social media, marketing campaigns and other virtual forums.
2. Advance strategies that engage small business enterprises with the workforce development system including work-based learning models, tax credits, layoff aversion and entrepreneurial services including entrepreneurial start up training for dislocated workers.
3. Continue to strengthen economic development initiatives using local and regional networks such as the South Bay Association Chambers of Commerce (SBACC) and South Bay City Council of Government (SBCCOG).
4. Work with stakeholders to identify strategies for meeting the workforce development needs of targeted populations including second chance, disconnected youth, and individuals with disabilities, ensuring these needs are addressed in career pathway programs and sector partnerships.
5. Convene one-stop, community and other stakeholders to plan, develop, and coordinate employability programs and services to targeted populations through braiding resources and developing specialized resources such as the jail-based AJCC.
6. Advance strategies to integrate registered apprenticeship and work-based learning program opportunities for adults and youth.

7. Collaborate on many levels with stakeholders to promote coordination and system alignment, embrace accountability and strive for excellence.

Goals Pertaining to Regional Coordination and Planning

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

U. Exhibits and Attachments

Following are the exhibits and attachments that are incorporated into this plan.

Exhibits

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

Attachments

- Attachment 1: List of organizations and individuals invited to Regional Stakeholder Forums
- Attachment 2: List of individuals attending Regional Stakeholder Forum hosted by SBWIB
- Attachment 3: List of List of organizations and individuals invited to Public Meeting on Local Plan
- Attachment 4: List of individuals attending Public Meeting on Local Plan
- Attachment 5: PowerPoint from Local Plan Public Meeting held on February 9 , 2017.